

Sales Management

- ★ Science and Salesmanship Boost Devco & Raynolds Housepaint Sales 120%
- ★ Taking Some of the Mystery Out of the Farm Market—By Philip S. Salisbury
- ★ Survey Shows Robinson-Patman Act Has Not Killed Off Cost-Sharing Ad Deals
- ★ Rexall Launches a New Traveling Show to Train Retailers in Merchandising
- ★ Marketing Flashes—Sales Letters—Significant Trends—Future Sales Ratings

He's not on your **PAYROLL...**



BUT... he makes many of your sales for you.

That's part of a purchasing agent's job—selling YOUR product to HIS company.

How well he does this job depends largely upon how effectively you have sold the top executives of his company with your advertising.

FORTUNE...covering executive America...has long been a first choice of many sales managers to supplement their sales-force. Because they know that FORTUNE sells the men whose opinions—often crystalized by the advertising they see in FORTUNE—are reflected in the policies and purchases of the companies they control, the men they employ.

Your salesmen—salaried or not—will respond to an advertising campaign in FORTUNE's well read pages—will respond with dollars and cents—with sales.

FORTUNE

135 EAST 42nd ST., NEW YORK



"Look, Harry — HEINZ again is buying
'THIS WEEK' and getting BOTH"

Going like a **HOUSE AFIRE!**

"THIS WEEK" began in 1935. That year, 104 advertisers spent \$1,000,000 in it. Last year, 166 advertisers spent \$2,000,000 there. And this year's gains will be even more striking. For more and more advertisers are discovering the wisdom of buying "THIS WEEK" and getting BOTH—

- ★ **A FIRST-CLASS MAGAZINE**
with
- ★ **NEWSPAPER SALES PUNCH**

Both magazine volume (over 4,700,000 families) *and* newspaper concentration, averaging 1 in every 3½ homes in 21 key markets ★ *Both* magazine color (less than ¼¢ per family for a rich color page) *and* newspaper flexibility that allows local copy changes in each key city ★ *Both* magazine interest (top-notch fiction and articles for all the family) *and* the local newspaper's influence that makes dealers cooperate, makes consumers read, shop, and buy.

"THIS WEEK" is a two-fisted sales medium that'll pass the tightest-fisted budget maker!

"THIS WEEK" MAGAZINE

THE HUMAN SIDE



Bow-Wow Bon Bons

Dogs, cats, and horses have a sweet tooth. Their owners insist upon feeding candy to animals even though it is harmful to the canine, feline, and equine digestion. A few years ago Dr. Merritt Beere, a veterinarian, of Waterbury, Conn., thought over these two facts and decided to seek an animal tidbit which would be healthful instead of harmful.

After prolonged research and experiment with dogs' diets he evolved a product which he named "Bow-Wow Bon Bons." He formed a company, Canine Vita Candy Co., of Waterbury, and in January entered the market.

Containing Vitamins A, B, G, and D, Bow-Wows are made of dextrose, yeast, and "beneficial minerals." They look like pale tan fudge. The company recommends them as "a dessert after each meal, as a reward for good behavior, as an aid in training, as a snack between meals, as a general health tonic." Animals are said to appreciate them as much as kids do "ice cream cones." They soon learn to recognize the box and bark cordially at the Scottie thereon.

Because dogs are the most popular pets, Sales Manager Frank Lyman is concentrating his efforts on that huge market, with only incidental attention to cats and horses. In the past three months the company has obtained distribution in more than 6,000 outlets. Chain and independent groceries, department stores, pet shops have found Bow-Wows a welcome addition to their staple dog foods. If sales continue to scamper at the present rate, Mr. Lyman predicts that every dog who begs on his hind legs will be rewarded with a Bow-Wow Bon Bon.

Modern Magic

The pictures that Ivan Dmitri made recently in South America for the Grace Line are making photographic history. Reason: They're made with Kodachrome, Eastman's new film for color work with the miniature camera. Moreover, many of them were made at a shutter speed of 1/1,000th of a second, which is big news in the field of color photography.

Among photographers, the assignment to take pictures for the Grace Line is considered a plum. Last year it fell to Ivan Dmitri, whose miniature camera studies have attracted much favorable comment during the last two years. When he accepted the Grace Line assignment, it occurred to him that in order to do pictorial justice to South America, he should use color photography. But how? Accustomed to traveling light and to the use of the miniature camera, he could not imagine himself journeying all through Chile and Peru weighted down with the rather elaborate equipment required for color work.

Upon investigation, he learned that the Eastman people were working on a new color film for the miniature camera. He requested a supply of the first batch available. When it arrived he tried it out hurriedly, then ordered \$1,000 worth of it. Out at Jones Beach, near New York City, he experimented intensively with it for two months. At the end of that time he felt that he

knew Kodachrome thoroughly, and he stocked up with a lot of it to fill his assignment in Chile and Peru.

In those countries he found breath-taking scenery, ranging from tropical jungles to snow-capped mountains; ancient Incan ruins; and, for models, picturesque animals and unspoiled natives, some of whom had never before seen a white man. One thing bothered him, though: He knew what Kodachrome would do in North America, but climatic and atmospheric conditions were entirely different south of the equator. Since his film was to be developed in New York, he could not see whether his results were up to his standard.

He solved the problem by sending his film by air express, telephoning the Eastman people in Rochester twice a week to ask, "How'm I doing?" From their verbal reports he learned of possible corrections in his methods and was able to put them into effect immediately.

If he had been obliged to send the film by boat, the entire journey would have taken about 18 days. With four-day Panagra air service, it reached Rochester less than a week after he took the pictures, even when he was in remote sections. Thus, through the magic combination of air express, telephone, and Kodachrome, the Grace Line now has a set of magnificent color photographs of primitive peoples and remote regions, made under conditions that would have been impossible a year ago.



Photo courtesy Grace Line.

One night the sun sank with spectacular glory over Lake Titicaca, lying 12,500 feet above sea level between Bolivia and Peru; six days later men in Eastman's Rochester developing rooms looked at this picture, reproducing each glowing color, catching the veriest ripple at 1/1,000 of a second speed.

How Many Can You Answer?

Selling to Men, house organ of Pioneer Suspender Co., which goes to haberdashers, seeks to enlighten its retailer-readers and at the same time make the education as painless as a modern dentist. In a department called "What Do You Know?" appear such questions as these—each concealing a nugget of information behind the foolery:

- (1) Acetate is a word describing:
 - A synthetic yarn, kind of rayon . . .
 - A newly developed poison gas . . .
 - A patented straw hat cleaner . . .
 - A special water-proofing process . . .
 - The vitamins in grapefruit . . .
- (2) If you got a parka for Christmas you would:
 - Have it attached to your car . . .
 - Wear it for skiing or hunting . . .
 - Keep it for lounge wear about the house . . .
 - Thank her for the easy chair . . .
 - Exercise it on a leash . . .

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright April 1, 1937, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. April 1, 1937. Volume XL. No. 7.

Ford and Results

Another impressive tribute to *Results* as a measure of Medium value, is found in the new Ford contract for Car Advertising.

After an exhaustive study, the Ford Motor Company and their advertising agents, N. W. Ayer & Son Inc. and McCann Erickson, Inc., determined upon an investment of \$35,000 a month in this medium.

This investment was based upon the effective results obtained by Factory Branches and Ford dealers who used Car Advertising locally. In certain instances, these Results were so outstanding as to come dramatically to the attention of the Ford Motor Company.

These signal successes had to do primarily with the sale of Used Cars. And to the automobile manufacturer, new high records in Used Car sales are of immediate and vital interest. Hence, the Ford contract for Car Advertising, in 3000 cities and towns, from coast to coast.

More than ever today, the manufacturer's interest is centered upon VOLUME. He has learned that the Volume buying power of the nation rests squarely in the hands of the Earners. Car Advertising provides the opportunity to place his message before them (about 40,000,000 riders) every day.

Right now therefore, this medium is earning increased prestige for its timely influence in co-ordinating and accelerating Volume Sales.

In fact, Car Advertising *SELLS* "Volume on its Way to Buy."

STREET RAILWAYS ADVERTISING CO.

745 Fifth Avenue

New York City

THE SUPREME COURT IN WASHINGTON,

when it comes to buying local time on Washington radio stations, is made up of the local merchants who use radio in their advertising, who *know* that rich market.

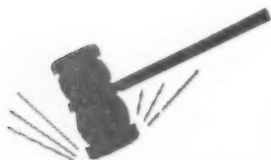
The statement is equally true of any city: but this is an ad for WJSV, the most powerful and most popular station in the District of Columbia.

A dollar's worth of time *must* bring in at least two dollars' worth of trade...or it's "no sale" to the local retailer!



**WHY IS IT THEN
THAT COLUMBIA'S WJSV,**

which has the *highest* local rate in the city, sells **MORE** time to **MORE** local advertisers than any other Washington station?



**MORE PEOPLE LISTEN
TO COLUMBIA'S WJSV!**

More people *do* listen habitually to WJSV than to any other Washington station. If it's details you want, get in touch with the nearest **RADIO SALES** office or with...

WJSV—WASHINGTON

10,000 WATTS. Owned and operated by Columbia Broadcasting System. Represented by **RADIO SALES:** New York, 485 Madison Ave. • Chicago, 410 N. Michigan Ave. • Detroit, Fisher Building • Los Angeles, 5939 Sunset Blvd. • San Francisco, 601 Russ Bldg.

- (3) To a men's wear salesman, nub would mean:
The center of a wheel . . .
A knobby protuberance in cloth . . .
A style of sport shoe . . .
A type of golf club . . .
An imperfection in a sock . . .
- (4) Full-grain is a term commonly used to designate:
Leather from fat, grain-fed cows . . .
A Volstead era whisky . . .
A brand of whole-wheat cereal . . .
Leather from belly hides . . .
Leather from the top or hair side of the hide . . .
- (5) If asked about the woof you might appropriately tell your customer:
Your dog died . . .
It is of the same fine quality as the warp . . .
To inquire in the shoe department . . .
It's guaranteed not to rub off . . .
They're making them now with zippers . . .
- (6) If a friend presented you with a cummerbund you would
Frame it . . .
Put it in the ice box . . .
Wear it only to funerals
Keep it well watered . . .
Wear it with Summer formal wear . . .
- (7) To a men's wear salesman Baratheia should bring to mind:
A movie actress . . .
An Olympic diving champion . . .
A kind of basket weave . . .
A coined word meaning bad breath . . .
A popular swing tune . . .
- (8) A homburg is:
A sandwich . . .
A famous Old Master . . .
A semi-formal felt hat . . .
A three-stringed musical instrument . . .
A high-collared overcoat . . .
- (9) If given a pair of jodhpurs, you would:
Place them with your tropical fish . . .
Use them as ear muffs . . .
Give one to a friend and wear the other in your lapel . . .
Use them when you went riding . . .
Put one on either end of the mantel . . .
- (10) Mogador is what they call:
A Spanish bull-baiter . . .
A container for cigars . . .
The door-tender of a swanky shop . . .
A heavily corded weave . . .
Special type of sport jacket . . .

Such high-spirited knowledge-plus-fun is to be commended. House organs need not reek of mold and dry-rot in order to do their selling job. P. S. In case you can't figure out the answers, here they are: (1) Synthetic yarn; (2) Wear for skiing or hunting; (3) a knobby protuberance; (4) From hair side of hide; (5) Same fine quality as warp; (6) Wear it with summer formal wear; (7) A kind of basket weave; (8) A semi-formal felt hat; (9) Use them when you went riding; (10) A heavily corded weave.

Night Life for the "Minnie" Men

Ernest Byfield, shogun of Hotel Sherman, Chicago, is alleged to be a man who knows publicity. And showmanship. As well as the finer points of epicureanism. A little time ago he put his O.K. on a stunt. Original, it has worked out.

Chicago has a Candid Camera club. The members are men and women, boys and girls, who disport Leicas, Contaxes and all those cameras which take 35mm. pictures. They have lots of fun enlarging them.

Now Monday nights are "off" nights at the College Inn, floor show room at the Sherman. The Candid Camera club was invited to drop in on Monday nights and take pictures of the floor show acts to their hearts' content. The spotlight, you know, does good things.

It was something new to see 50 or more camera fans in a huddle, snapping left and right. It made a heap of fun. Not only for the camera fans but for the others. And so it has made business. Mr. Byfield has always contended that there is a big chance for showmanship in business.

He gets along pretty well practicing that belief.

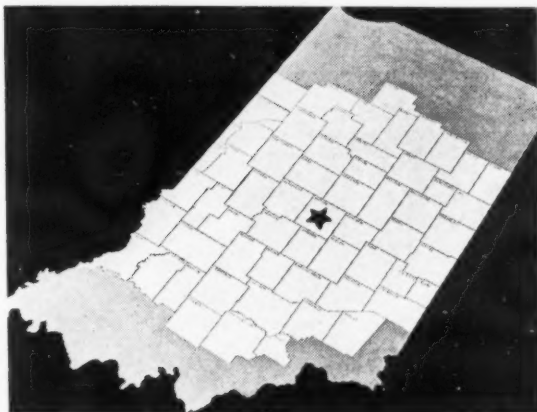
SALES MANAGEMENT

Two-Minute Tour OF THE INDIANAPOLIS RADIUS



With an average of more than one passenger car to every family, Marion county (A. B. C. Indianapolis) ranks as one of the nation's top markets for not only automobiles and automotive equipment, but also for any and all other types of merchandise.

MERCHANDISE is sold, not to the square mile, but to population. The population of the Indianapolis Radius (white area on map) is greater than any one of twenty-six entire states. Yet the farthest point is but a little over 70 miles from Indianapolis.



"MOST AMERICAN CITY" in America. That's the way experienced travelers often refer to Indianapolis. This is more than an idle compliment. It is a truthful picture of Indianapolis and the Indianapolis Radius as a market for merchandise. It is especially recommended as a "proving ground" for new products, merchandising plans or copy appeals.



SALESMEN SAY that in working the Indianapolis Radius they can make more calls per day because the market is compact, transportation facilities are excellent. This means lower selling costs, more sales through closer contact with the trade.

100% NEWS. This is just one of the hundreds of city blocks in Indianapolis where The News is read in every house. Because it gives them what they want in a newspaper, more people are reading The News today than have ever read any daily newspaper in the state of Indiana.

New York: Dan. A. Carroll
110 E. 42nd Street

THE INDIANAPOLIS NEWS

Chicago: J. E. Lutz
435 N. Michigan Ave.

APRIL 1, 1937

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Sales Management

VOL. XL. NO. 7

APRIL 1, 1937

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Notes from the Managing Editor's Desk

The rise in the popularity of demonstration trailers for use by the sales department has been little short of phenomenal. SALES MANAGEMENT has been asking sales executives some questions about the results they're getting from putting this type of equipment in the field. Two articles, scheduled for April 20 and May 1, will report our findings.

When the Master Tire & Rubber Corp. took over the Quaker City Rubber Co. during the depths of the depression, Quaker City's sales affairs were in pretty much of a muddle. Sales cost was entirely out of hand, and volume was shrinking to the vanishing point. In an early issue F. C. Millhoff, vice-president in charge of sales for Master Tire, will tell how Quaker was brought back to profits and how sales costs were cut down to but 15% of the sales cost figure as it stood when Quaker was taken over.

Good stories about sales films are developing faster than SALES MANAGEMENT can print them. We shall have one each, very soon, on problems industrial films are solving for a big tire company, a motor car company, and a refrigerator manufacturer.

Our new parade-of-people-in-marketing, which we call "Spotlight," has made a ten-strike with subscribers. It will be scheduled for each issue dated the 15th of the month hereafter, except in April and October, when it will appear in the issue dated the 20th.

—A. R. HAHN

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H'i Say...what bloke sent the Mawster *this*?



TRUE CONFESSIONS

Only one of the seven magazines
in Fawcett Women's Group
(for December, 1936)

all tattered and torn, after 30 days in
readers' hands. It's typical of 1000
Fawcett magazines now being reg-
ularly checked for editorial and ad-
vertising interest throughout U. S.

- 20 women read it!
- 17 coupons clipped from it!
- 2 articles torn out!
- 32 letters to editors from
same neighborhood*

*This copy came from a better
Beauty Shop, New York City

Pity poor Jeeves... He's missed the point, altogether . . . The amazing, thrilling point that will make his boss literally jump for joy.

We're proud of that battered, month-old copy of *True Confessions*. Words, gestures and innumerable market pies, could never get across so well the story it and others of our monthly returned books convey: Cover-to-cover interest. Features consumed almost like candy—else why the total elimination of *two* articles—"Cooking Flashes from Hollywood" and "Pack of Ideas for Baby"? Scissors action in the coupon corners—17 empty spaces where before there were advertisers' addenda. (Score: 17 out of 31 coupons in the entire book—how's

that?) Every dog-eared page speaks eloquently. Every fingermark tells a deep-rooted tale of a young feminine market, 2,750,000* strong. What they read. What they like. What they buy.

Naturally we can't tell all about this 30th *Day Fawcett Check-up* in one advertisement. But it's in print and ready for everybody interested. Yes, and even a tattered and torn copy of an old Fawcett magazine just back from Oskaloosa, Kalamazoo or Wherenot.

If you did not get your copy and the full story of this *secondary* circulation of Fawcett Women's Group, you certainly should have complete details. Write us or ask your Fawcett representative.

*Publishers' Estimates, February, 1937.

FAWCETT PUBLICATIONS, INC.

The magazines with the human touch

Fawcett Women's Group: Screen Book . . . Screen Play . . . Motion Picture-Movie Classic . . . Hollywood . . . Movie Story Magazine . . . Romantic Stories . . . True Confessions

Fawcett Detective Unit: Daring Detective . . . Startling Detective Adventures
Modern Mechanix

NEW YORK • CHICAGO • LOS ANGELES • SAN FRANCISCO • ATLANTA • Editorial Offices: NEW YORK • HOLLYWOOD • GREENWICH, CONN.



A Golden Triangle

This is the story of a man—his family—and their magazine.
A golden triangle of opportunity for the astute advertiser.

THE MAN—a Legionnaire. 947,008 of them, who have money to spend because—92.9% are actively earning, and a third own their own business.

85.5% are married, and even more carry life insurance.

72.8% drive their own cars; more than half own their own homes.

THE FAMILY—3,000,000 folks—an active consumers' market for an enormous range of advertised products from automobiles to breakfast foods. A market for quantities of new things—quantities of replacements.

THE MAGAZINE—you don't have to guess. The American Legion Monthly is the *one* magazine edited to the known interests of nearly a million men and their families—substantial citizens, leaders in their communities—with money in their pockets—now in a better position than ever before to buy advertised products.

Good things come in threes. And here's a man's market—a family market—a market able to buy. Reach all three through the *one sure point of contact*, The American Legion Monthly.

Contact this buying market at the point of action

YOU CAN REACH
THIS GREAT
MARKET
ECONOMICALLY,
TOO—

1 Page Black and White
\$1600

1 Page 4 Colors
(2nd or 3rd cover)
\$2300

1 Page plus 1 added color
\$1900

LEGION

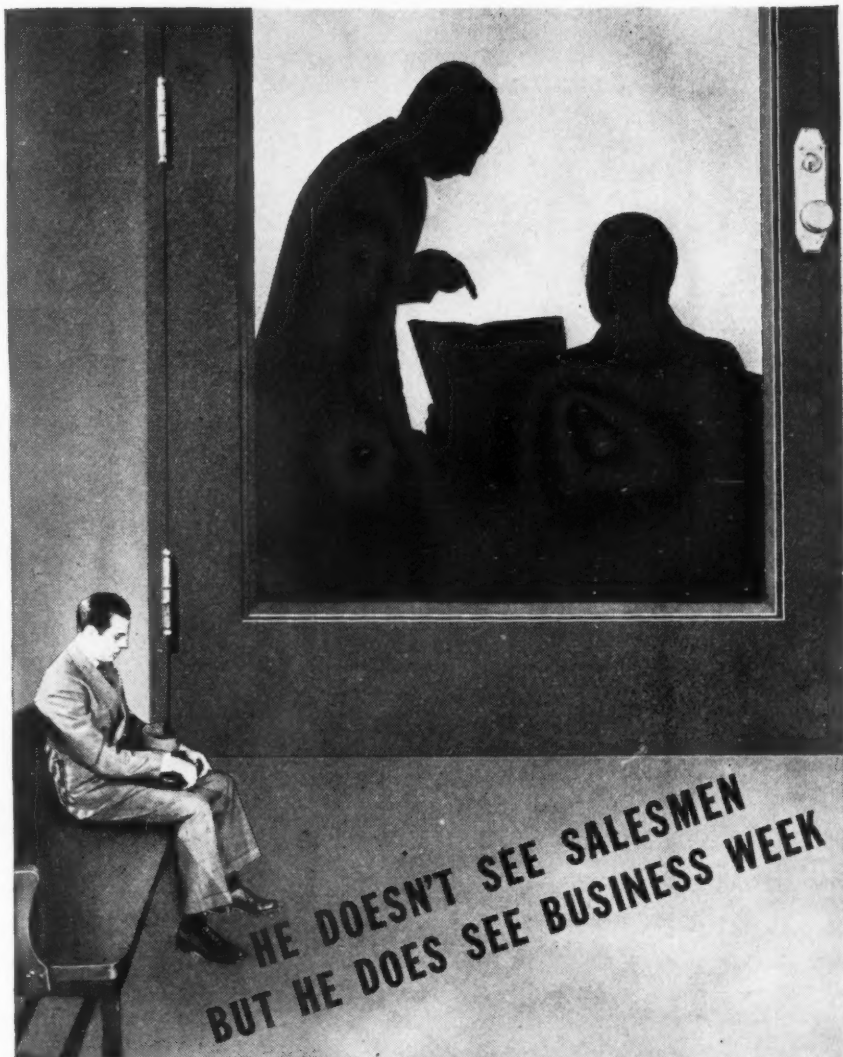
The American
Monthly

SHADOWS

to Your Salesmen

BUYERS

to Business Week



Run through your salesmen's call reports. On most accounts you'll find at least one higher-up—maybe two or three—who block sales simply because your representatives have never been able to present your story.

"Couldn't get in"; "Still trying to get through." These men, whose final "O.K." is needed to swing sales, are Shadows to Salesmen . . .

**But they're BUYERS
to BUSINESS WEEK!**

These hard-to-get men, who become dominant figures when company buying reaches the "Yes or No" stage, are readers of Business Week. Readers and Buyers. Figure-minded executives

whose decision rests on two questions: "How will this thing *make* or *save* money for my company?" and "Is the source of supply reliable?"

Business Week, through its pages, gives your story private audience with the most important men in American business . . . some 350,000 of them a week. With nearly 100,000 paid subscribers, and a proved "pass-along" circulation of three to four readers per copy, Business Week delivers more influential executives per advertising dollar than any other publication.

Business Week is strictly the executives' paper—the best-read paper of

the Most Important Men in American Business and Industry. They depend on it. So do scores of hard-boiled advertisers whose sales reports prove that Business Week does a whale of a job in helping Salesmen "Sell the Shadows."

ADVERTISING LEADERSHIP

Recognition of Business Week's ability to sell executives has made it the outstanding leader in advertising gains.

1933 455 pages

1934 610 pages

1935 752 pages

1936 1128 pages

(50% Gain for the Year)

BUSINESS

**THE EXECUTIVE'S BUSINESS PAPER
ALERT...ACCURATE...AUTHORITATIVE**



WEEK

**330 W. 42nd STREET
NEW YORK, N. Y.**

APRIL 1, 1937

[597]



GRAY-O'REILLY

Yes, they are safe to cook in

ALL COOKING utensils advertised in Good Housekeeping are safe to use. Good Housekeeping determines this fact by tests before the advertising is accepted.

First of all, utensils are examined for their surface imperfections. It is essential that the surface of a utensil be smooth and that it have no crevices that might collect dirt or food particles.

The utensil must be safe to cook in—so we boil tomatoes and solutions of food acids in utensils for seven hours when testing them. Chemical analyses are then made for the presence of harmful substances.

The utensil must be durable. It must clean easily. It must be suitable for its purpose. It must justify the advertising claims made for it. All of these factors are determined by at least a two months' use test during which the utensil is carefully examined each time after foods have been cooked in it.

The same care that we take in the testing of cooking utensils is applied to all products advertised in Good Housekeeping. The confidence readers have in its advertising pages is justified.

Good Housekeeping

[EVERYWOMAN'S MAGAZINE]

A Friend-to-Friend Tip on Financing

"How're things, Ed? Making money these days?"

"We're doing a nice business and making some money. But we could do 25% more volume, and make more money, if we had additional resources."

"There's an easy way to lick that problem. I was up against the same thing until I started selling my open accounts receivable to Commercial Credit Company. No money troubles for me now."

"I've heard about that plan, but I always thought there was a catch in it somewhere. Don't your suppliers' credit men, or your bank object to it?"



"Object? No, not when they understand the plan and its advantages. The quick cash lets me take cash discounts on my purchases. My credit is A-1 now. I can buy everything I need and at lower prices."

"And that's only part of it. My bank balance averages much higher and my account is more desirable. My sales are up; I can operate to the limit of production now because as fast as I ship an order, I get my money."



"How about your customers, Dick, don't they mind having outsiders butting in on their deals and dunning them for payment if they get a little behind?"

"Nobody butts in. My trade doesn't even know about the arrangement. They get their regular terms, sometimes better terms than before. I collect their accounts as usual and forward the collections to Commercial Credit Company. Why don't you try it, Ed? It's just the kind of help you need now."

COMMERCIAL CREDIT COMPANY'S Accounts Receivable Financing Plan is ideally suited to the needs of manufacturers and wholesalers engaged in a normally active and potentially profitable business but hampered and restricted

from expansion by lack of liquid capital. It is a legitimate, helpful banking service, flexible, devoid of red tape and available for temporary requirements or year-round use. All correspondence or consultation confidential. Write us.

COMMERCIAL CREDIT COMPANY

NEW YORK, N. Y.

CHICAGO, ILL.

BALTIMORE

PORTLAND, ORE.

SAN FRANCISCO, CAL.

APRIL 1, 1937

[599]

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best Relative Outlook
- ★★★★ Very Good Relative Outlook
- ★★★ Good (Medium) Relative Outlook
- ★★ Fair Relative Outlook
- ★ Least Impressive Relative Outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry marked ★★★★★.

	Sales Prospect for April May & June	Sales Prospect for Next 12 Months		Sales Prospect for April, May & June	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Lawyers' Income.....	★★★	★★★
Air Conditioning.....	★★★★★	★★★★★	Liquor (Alcoholic Bev.)	★★	★★
Aircraft (Sales of Air- planes).....	★★★★★	★★★★★	Luggage.....	★★★★	★★★★
Aircraft (Passenger Travel).....	★★★★★	★★★★	Machine Tools.....	★★★★★	★★★★
Autos (New Car Sales)...	★★★	★★	Machinery (Agr'l).....	★★★★★	★★★★
Auto Tires.....	★★★★	★★★	Machinery (Ind'l).....	★★★★★	★★★★★
Baked Goods (Bread)...	★	★	Meats.....	★★	★★★
Baked Goods (Specialty)	★★★	★★★	Metal Containers.....	★★	★★★
Banks (Revenues).....	★★	★★★	Motion Picture Receipts	★★★★	★★★★
Beer.....	★★★	★★	Musical Instruments...	★★★★	★★★
Building Materials.....	★★★★★	★★★★★	Office Equipment.....	★★★★★	★★★★★
Candy & Chewing Gum	★★	★★	Oil (Cooking).....	★	★
Canned Fruits and Vegetables.....	★★	★★★	Paint.....	★★★★	★★★★
Cereals.....	★	★	Paper (Newsprint).....	★★★	★★★
Chemicals (Misc.).....	★★★	★★★	Paper (Wrapping).....	★★★	★★★
Cigarettes.....	★★★	★★	Photographic Supplies..	★★★★	★★★★
Cigars.....	★	★	Physicians' and Den- tists' Income.....	★★	★★
Clothing (Men's, Women's, Children's)	★★★★	★★★	Plastics.....	★★★★	★★★★
Coal (Anthracite).....	★	★	Printing and Publishing Equipment.....	★★★★	★★★★
Coal (Bituminous).....	★★	★★★	Radios.....	★★	★★
Cosmetics.....	★★	★★	Railroad Equipment...	★★★★★	★★★★★
Cotton Textiles.....	★★★★	★★★	Railroad (Net Income)...	★★★★★	★★★★★
Dairy Products.....	★	★	Rayon Textiles.....	★★★★	★★★★
Department Stores....	★★★★	★★★★	Real Estate Rentals...	★★★	★★★
Diesel Engines.....	★★★★★	★★★★★	Refrigerators.....	★★★	★★
Drugs and Medicine....	★★	★★	Restaurants.....	★★★	★★★
Electrical Equipment (Heavy).....	★★★★★	★★★★★	Rural Stores.....	★★★★	★★★
Electrical Equipment (Light).....	★★★	★★★	Shipbuilding.....	★★★★★	★★★★★
Exports.....	★★★	★★	Shoes.....	★★★★	★★★
Flour.....	★	★	Silk Textiles.....	★★	★★
Furs.....	★★★	★★★	Soap.....	★★★★	★★★
Gasoline and Oil.....	★★★	★★★	Soft Drinks.....	★	★
Glass (Plate).....	★★★★	★★★	Sporting Goods.....	★★★★	★★★★
Groceries.....	★	★	Stationery (Commercial).....	★★★	★★★
Hardware.....	★★★★★	★★★★★	Steel and Iron.....	★★★★★	★★★★
Hotels.....	★★★	★★★	Sugar.....	★★	★★
HouseFurnishings(Floor Coverings, Furniture, Beds, etc.).....	★★★★★	★★★★★	Toothpaste and Mouth Washes.....	★	★
Household Products (Kitchenware and Miscellaneous).....	★★★	★★★	Toys and Games.....	★★★	★★★
Imports.....	★★★★	★★★	Trailers (Auto).....	★★★★★	★★★★★
Insurance (Misc.).....	★★	★★	Travel (Sea).....	★★★★	★★★★
Jewelry.....	★★★★	★★★	Trucks.....	★★	★★
Laundry.....	★★★	★★★	Utilities—Electric....	★★	★★
			Utilities—Gas.....	★	★
			Utilities—Telegraph...	★★★	★★★
			Utilities—Telephone...	★★	★★
			Washing Machines....	★★★	★★★
			Woolen Textiles.....	★★★	★★

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Curbing of Inflation, Wider Markets to Spur Promotional Efforts

The exceptionally speedy and substantial advance in commodity prices appears to be due for a temporary slowing down or reversal of a more pronounced nature than that of recent weeks. This feeling is based on unusually large agricultural plantings or intentions to plant and comparatively good moisture reports to date, as well as on the lightening of worldwide restrictions on production of many commodities which were in heavy supply during the depression, but which now have been consumed almost entirely.

Further indications of a deceleration of the rise come from the outspoken worry of the Administration over the unbridled runaway in prices, inflation fears, and consideration of ways and means to curb speculation which is currently rampant. Finally, there are hints of overtures among the hotbed European armament countries, and any let-up in the rush to arm will at once curb speculation and cut demand.

Advertising and sales promoters should find in this situation numerous opportunities; the desire to move high cost inventories before inventory-valuing time should lead to heavy spot promotions in some instances, while those who do heavy purchasing on a break in prices can lower retail prices and let the public's good fortune be known through special promotions and advertising.

Ratings Shift Constantly

SALES MANAGEMENT's Future Sales Ratings are constantly shifting to reflect changes in *prospects*, not past events. The institution of this feature was based on the great importance to sellers and advertisers of accurate forecasting. Checked by a corps of capable economists, statisticians and trade specialists, the forecasts within recent months have proved their worth and definitely represent a worthwhile basis for advertising and selling campaigns of the future.

Suggestions for improvement of this service will be welcomed by the editors. There have been added this week ratings on Imports and Exports, to be covered regularly.

Since the March 1 report, near-term ratings have been raised for the following industries: Meats, newsprint, and lawyer's incomes. Downward revisions have been made on bituminous coal, cotton textiles, household products, cooking oil, rayon textiles and silk textiles.

SALES MANAGEMENT

Campbell's ADD "TRUE STORY" AS MILLIONS OF WAGES CLIMB

PAY RISES make wage-earners **QUALITY** buyers—
Campbell's see **TRUE STORY** opening new channels
for sale of **FINE SOUPS**.

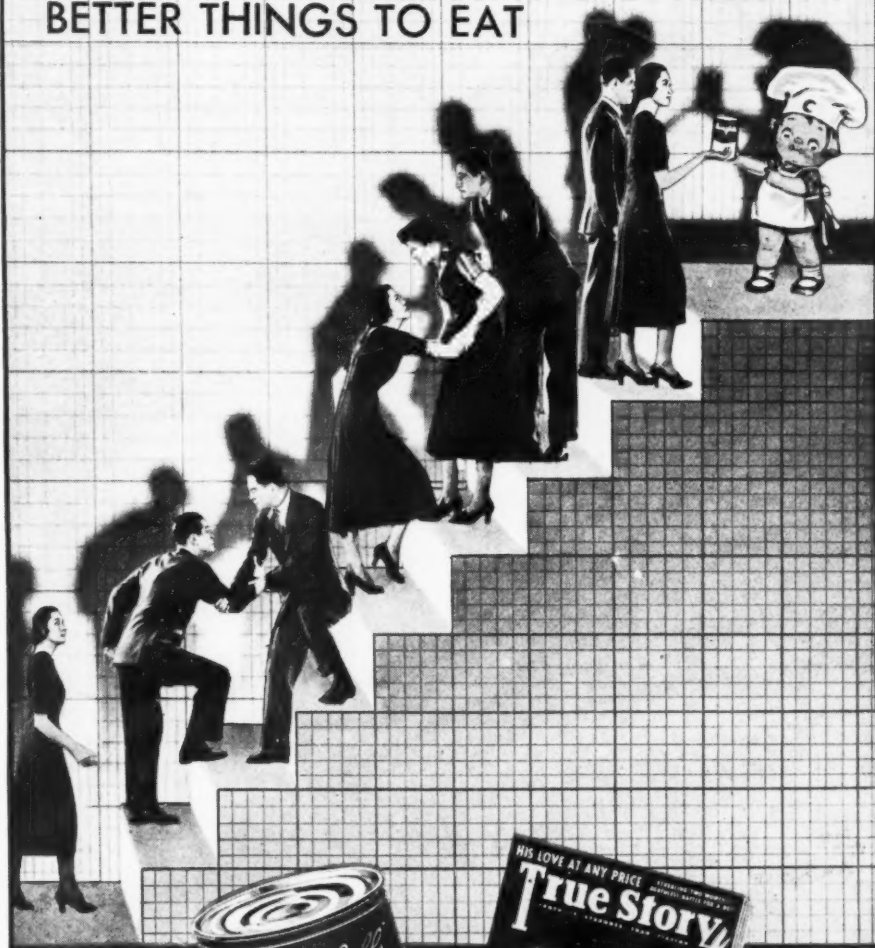
"**P**AY increases mean more sales to wage-earner families. That's why we are adding True Story to the list of magazines in which Campbell's Soups advertising will appear during 1937."

Thus H. F. Jones, Advertising Manager of the Campbell Soup Company, points out his Company's response to the significant shift currently taking place in the nation's buying picture. Campbell's want to lose no time in reaching with advertising this biggest new quality market in the world.

For True Story, always a powerful influence upon the great mass of American wage-earners, is right now stepping into an era of unprecedented power in the selling of quality goods, too. Wages are increasing, and wage-earners (always, as a class, good spenders) are casting about for better things to buy. More money in pay envelopes means more money to spend. For what? For the things the wage-earner and his family care about, read about, want to enjoy—the things advertised in the only major women's magazine edited for the wage-earner family market—True Story.

Wage-earners are moving up to better living and better things. Are you, like Campbell's Soups, moving into True Story to meet them? Now, while new quality-habits are forming, is the time to act.

UP—UP—UP! GO
"TRUE STORY" READERS
TO BETTER LIVING—
BETTER THINGS TO EAT



America's favorite
soups —



— for America's
biggest new
quality market



SOUTHERN FARMERS GET TWO BILLIONS MORE!

...Rural Sales and Progressive Farmer Linage Up...

All Signs Point to Further Gains Throughout 1937

1936 was the second successive year that Southern farmers received right at two billion dollars in cash farm income.

Last year's huge total of \$1,953,566,000—which was 26% of the nation's cash farm income—represented a *gain of eight hundred and twenty-five million dollars over the South's 1932 cash farm income.*

And in the South, where farming is the major industry and where the population is predominantly rural, business continues to move ahead with farm income.

Rural retail sales in the South increased 19½%, 1936 over 1935, as compared to a gain of 15½% for the country as a whole, according to U. S. Department of Commerce reports.

The financial condition of Southern farmers . . . the favorable outlook for yields and prices of the South's leading cash crops (cotton has recently advanced to well above 14 cents a pound) . . . Soil Conservation payments of more than eighty million dollars this Spring and which are estimated to total more than \$150,000,000 for the South in 1937 . . . assure still greater sales opportunities in the Rural South throughout 1937.

On top of its large gains in advertising lineage in each of the last three years—the gain for 1936 over 1933 being 125%—Progressive Farmer shows a gain of 11.5% for the first four months of 1937 over the same months of 1936. And the advertising booked ahead by Progressive Farmer not only indicates substantial gains during 1937 but it further evidences the continued alertness of advertisers and agencies to translate increased sales opportunities into increased sales.

**MORE THAN 930,000
A.B.C. NET PAID WITH
RATES BASED ON A
GUARANTEE OF 850,000**

BIRMINGHAM
RALEIGH
250 Park Ave.
New York

MEMPHIS
DALLAS
Daily News Bldg.
Chicago

Progressive Farmer
and Southern Ruralist

"IN THE RURAL SOUTH, IT'S PROGRESSIVE FARMER"

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending April 1, 1937:

Washington Notebook

Where are strikes, higher prices, regulatory legislation and the like leading us? Two SALES MANAGEMENT editors spent most of last week in interviewing Cabinet officers, leading Senators and Congressmen on both sides of the political fence, administrative bureau heads and labor officials. Most of them talked frankly with the understanding that they would not be quoted directly. From the notes jotted down at these meetings we construct the following picture.

• • • The topic of greatest interest in Washington today seems to be the inflation warning announced by Chairman Eccles of the Federal Reserve Board and echoed by Secretaries Wallace, Roper and others.

• • • Mr. Eccles warned industry, flush with busy plants and fat profits, that prices must not be increased unjustifiably or else recovery will be stalemated. He warned labor that it must not use its bargaining power to get too high wages or too short hours lest it unbalance the relation between the various units in the nation's economy. He said that the budget must be balanced and that, due to this, higher taxes would be necessary. Senators and Congressmen agreed with all except the last bit of advice. They consider high taxes political dynamite.

• • • There seems to be a fairly general Washington agreement that ways can be found to make recovery an orderly process and not another boom and crash episode if the world-wide armament race does not get out of hand.

• • • Current statistics of business show no cause for immediate alarm. Department of Labor figures show that in February the employment index reached 98.9, its

highest level since 1929, and factory weekly payrolls have risen to 95.7, which is the level of April, 1930. This means that there has been an increase of 1,550,000 in employment in February as compared with the same month last year. Employment and payrolls are nearer parity than at any period since the middle of 1930.

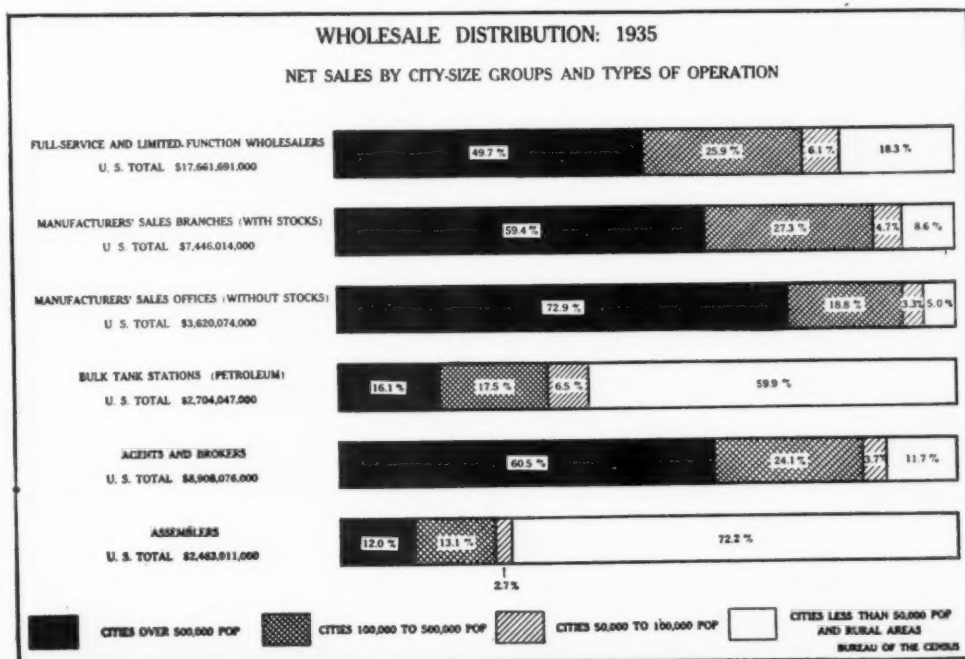
• • • Contrary to popular belief, the Department of Labor figures show that technological improvements in most industries have not impeded re-employment. Out of 87 manufacturing industries surveyed by the Department more than two-thirds are employing more people than in the boom year 1929. In only one industry—cigarette manufacturing—do the charts indicate that machines have cut down employment.

• • • The Labor Bureau's index of the wholesale prices of 784 commodities now stands at 87 compared with the 1936 average of 81. The average is expected to run between 88 and 90 for the full year of 1937. The higher wholesale costs have been passed on only in a limited degree to consumers but the cost of living is likely to be up by 10% in the next year.

• • • Those in administrative circles who believe in a managed economy apparently have no illusions that there can ever be a steady incline with no dips. "Business cycles" are accepted as inevitable because there can be no complete control of mass psychology, but the proponents of the managed economy idea think that through planning and regulation depressions can be held to limited proportions.

• • • Guesses as to when the next depression will start range from 1939 to 1942 and the consensus was that it will be far less drastic than the recent one—not as sudden, not as deep, not as long.

The government estimates of wholesale distribution in 1936 show a substantial gain over the preceding year—from \$44,400,000,000 to \$52,100,000,000. Trade was estimated at 76% of the 1929 level as against only 64% in 1935 and a low of 46% in 1933. The chart, right, shows operations of various types of wholesalers in city population groups. The only type of wholesalers to exceed the 1929 volume were those dealing with waste materials, including scrap iron, waste paper and rags. Outstanding increases in other fields show the following percentage gains: Lumber and contractor materials 37; plumbing and heating equipment, 36; furniture and house furnishings, 34; electrical goods, 30; machinery equipment, 29; and metals and metal work, 26.



● ● ● In administration circles there seems to be a sincere desire to "play ball" with business—if business will be equally sincere and conscientious in working with the government to improve the national economy. The advisory board of business leaders which works with the Department of Commerce is credited with important behind-the-scenes accomplishments. The appropriation bill for that Department now before Congress carries a special appropriation of \$300,000 to be devoted to developing a Bureau of Industrial Economics—a central and comprehensive index which would give a running record of production, consumption and inventories in all lines of business.

● ● ● Proponents of the Bureau believe that booms and depressions can be at least toned down if dangerous trends are noticed and acted upon promptly—that the information compiled by the Bureau could be used by administrative officials and business leaders to painlessly and effectively adjust strains and stresses in the ship of business.

Trade Practices

The MRCA — SALES MANAGEMENT survey in this issue shows the attitude of people toward the advertising claims made by the manufacturers of nine well advertised products, among them Kolynos tooth paste. A rather significant

trend is shown in the popular belief as to the truthfulness of Kolynos' claims and the tooth paste purchases of the same people. We mention Kolynos only because the tabulation of the survey results happened to coincide with a bulletin from the Federal Trade Commission stating that the Kolynos Co. has been served with a complaint which charges unfair competition on the same advertising claim which the public voted on in our survey. We don't ordinarily use these pages to draw morals—but the two facts may indicate that companies might keep out of the clutches of the F. T. C. if they made a practice of investing a few thousand dollars in making consumer surveys designed to find out what the public really thinks of their products and policies.

● ● ● The possible bad effects of the spread of sit-down strikes is not minimized in Washington although actual figures show that the man-hour loss to date represents only the tiniest fraction of 1% of total employment and that strikes have not as yet reduced the probable annual consumption of any one industry—although particular companies in an industry may lose business to competitors.

● ● ● Labor leaders are quick to point out that they do not wish to see the private profit system abolished—that they want business to make a profit because steady employment and high wages can only be assured if capital and management are doing well. What they stress above all other points is the desire of the worker for *security in his job*. Unquestionably that is the problem which far-sighted employers must solve if they are to remain free from labor disturbances.

● ● ● "Partnership" between government, business and labor is mentioned frequently in all Washington circles. That is their name for it. Unfriendly parties may call it regulation or regimentation, but it all boils down to the same thing: There will be more Federal Government regulation of business through not only wage and hour laws, but other laws regulating employment, and policies (such as unfair trade acts) which will regulate complete industries.

[604]

● ● ● While it is not surprising that many businessmen say they are sick and tired of Washington and do not want to hear or read any more about it, they are heading for a fall if they fail to modify their business policies in keeping with broad trends which unquestionably call for a fairly speedy death of the old independent laissez-faire system.

Income Distribution

Quite regardless of their political affiliations, Washington leaders are united in wanting to do something for the "submerged one-third." Watch for the studies of income distribution

made in 32 cities which will be released at fairly frequent intervals on distribution of family income in urban communities. The Cost of Living Division of the Bureau of Labor statistics was engaged during much of the last two years in special studies of expenditures among families of wage earners and low salaried clerical workers.

● ● ● The first release covers native white families in three cities: Chicago, Ill.; Pueblo, Calif., and Gastonia, N. C. In Chicago the distribution of incomes (the sample was one family out of every ten) was as follows:

Relief	9.5
Under \$1,000	13.4
Over \$1,000 but under \$1,250	9.9
Over 1,250 but under 1,500	9.6
Over 1,500 but under 2,000	20.8
Over 2,000 but under 3,000	23.2
Over 3,000 but under 5,000	10.5
Over 5,000	3.1

● ● ● It will be seen from the above figures that the median income in the second city of the land was slightly under \$1,750. In the other cities it was far less. In Gastonia, for example, 70% of the native white families had incomes less than \$1,500. Believers in a more uniform distribution of income argue that it is good for business—that increased purchasing power on the part of the masses of the people will make for greater and more continued prosperity—and greater profits—for business.

● ● ● Washington thinks that building construction is the key to real prosperity not only because of the direct employment of labor and expenditures for materials but because of the many repercussions which construction starts up. The heavy materials used in building are transported largely by rail; the railroads will come back in a big way when construction approaches normal, and with reviving traffic for the railroads they will spend more liberally for cars, engines, tracks and the many other products needed.

● ● ● Back in February, 1934, building contracts awarded in the 37 eastern states totalled \$43,500,000, according to F. W. Dodge Corp. reports. The February, 1935, figure rose to slightly over \$47,000,000; February, 1936, to almost \$94,000,000; and February, 1937, to almost \$129,000,000. The progressive story of February residential building in the past four years is as follows: February, 1934—\$14,000,000; February, 1935—\$16,000,000; February, 1936—\$31,000,000; and February 1937—\$63,000,000.

SALES MANAGEMENT

News Reel

Dated: (Right) William F. Redfield has been named vice-president and elected to the board of directors of The Hills Brothers Co., importers and packers of Dromedary food products. Formerly general sales manager, Mr. Redfield has been with the firm for 16 years. He was managing director of Dromedary, Ltd., in London, from 1925 to 1927. Recalled to New York, he headed various sales and export departments, rising to the sales managership which he now vacates.



Dictator: (Left) Charles E. Hallenborg, secretary of Dictaphone Sales Corp., is moved to general sales manager. Serving in various capacities for 17 years with the company, he was prior to last June assistant sales manager. Into that post steps Lloyd M. Powell to aid and abet him. Mr. Powell was Kansas City branch manager; his service stripes total ten years.



One Grand: (Above) This is the sketch that won first prize of \$1,000 in the McCandlish Awards for 1937. It was done by Carl A. Paulson, of Chicago, a member of the art department of Outdoor Advertising, Inc. McCandlish Lithograph Corp., Philadelphia, sponsors the contest. Over 500 designs picturing the virtues of outdoor advertising were entered this year.



Distiller: (Left) Murrel J. Ades, former national field sales manager of Schenley Products Co., resigns to return to his native state of Kentucky and assume the job of vice-president of Blair Distilling Co. He has been actively interested in the manufacture and sale of liquor since 1930.



Afloat on Shore: The gang-plank of the S.S. Monarch of Bermuda has been placed in the New York office of Reuben H. Donnelley Corp., to remind salesmen that a seven-day cruise awaits the winners of a current sales contest. Last year's winners pose on the gang-way to remind themselves, and the other contestants, how it feels. Although the maritime setting may be more ornamental than useful, it's stimulating.



New Duds: Hecker Products Corp., redesigns its Silver Dust package. Colors are orange, white, and blue. O'Neil & Babbitt, New York, did the job. The shipping container is a giant replica of the package, and may be used for store displays.

Sun Se: (Right) Both ladies are wearing the same size bathing suit. In fact it fits any figure from 12 to 30. Of shirred satin or cotton fabric, the Sun Se has Lastex inserts which stretch over assorted chassis. Maker is Martin White of America, Inc., licensee of Neva-Wet Corp. of America.



New Faces: Zenith Radio Corp., Chicago, announces this fresh line-up as district sales managers. From left to right, James H. Hickey, formerly with Atwater-Kent; J. H. Souther, formerly with Crosley Radio Corp.; G. A. Lyons, formerly with Atwater-Kent; J. H. McKee, formerly with Radio Corp. of America; C. H. Wilks, formerly with Brunswick Radio Corp. and Victor; Fred H. Strayer, formerly with Hygrade Sylvania Corp.; R. E. McGreevy, formerly with Appliance Distributing Corp.



Taking Some of the Mystery Out of the Farm Market

1936 Cash Receipts from Sale of Principal Farm Products

	Value (000 omitted)	% U. S. Total
New England		
Connecticut	\$ 42,553	.57
Maine	50,479	.67
Massachusetts	51,135	.68
New Hampshire	16,918	.23
Rhode Island	8,069	.11
Vermont	32,978	.44
Total	\$202,132	2.69
Middle Atlantic		
New Jersey	\$ 78,334	1.04
New York	272,442	3.63
Pennsylvania	229,052	3.06
Total	\$579,828	7.72
East North Central		
Illinois	\$453,059	6.04
Indiana	266,150	3.55
Michigan	193,567	2.58
Ohio	291,644	3.89
Wisconsin	303,727	4.04
Total	\$1,508,147	20.09
West North Central		
Iowa	\$561,430	7.48
Kansas	298,806	3.97
Minnesota	345,052	4.60
Missouri	258,631	3.44
Nebraska	270,972	3.61
North Dakota	94,297	1.26
South Dakota	103,972	1.38
Total	\$1,933,160	25.75
South Atlantic		
Delaware	\$ 14,905	.20
Florida	99,681	1.33
Georgia	135,976	1.81
Maryland	65,971	.88
North Carolina	200,960	2.68
South Carolina	91,296	1.22
Virginia	103,208	1.37
West Virginia	34,343	.46
Total	\$746,340	9.81
East South Central		
Alabama	\$103,898	1.38
Kentucky	122,790	1.64
Mississippi	157,075	2.09
Tennessee	108,419	1.44
Total	\$492,182	6.56
West South Central		
Arkansas	\$114,669	1.53
Louisiana	105,345	1.40
Oklahoma	145,269	1.92
Texas	430,637	5.74
Total	\$795,920	10.60
Mountain		
Arizona	\$44,431	.59
Colorado	123,358	1.64
Idaho	87,570	1.17
Montana	80,595	1.07
Nevada	10,765	.14
New Mexico	42,482	.57
Utah	39,767	.53
Wyoming	46,884	.62
Total	\$475,852	6.34
Pacific		
California	\$549,965	7.33
Oregon	87,628	1.17
Washington	135,722	1.81
Total	\$773,315	10.30
U. S. Total	\$7,506,876	

Farmers aren't a race or market apart—What they are earning today—How they are spending their money.

BY

PHILIP SALISBURY

Executive Editor, SALES MANAGEMENT

DURING recent weeks we have received a number of letters from readers who want information about "the farm and small town market." Perhaps I am sensitive because I* was brought up on a farm and cannot see farmers as city folks see them, but honestly they don't seem to be so different as some of the letters imply.

Obviously, there is a farm market just as there is a market made up collectively of the Andrew Mellons, Henry Fords and Myron C. Taylors, or there is, perhaps, an Ethiopian market, or one consisting of left-handed barbers—but isn't most of the talk about a "farm market" unnecessarily complicated or even downright mumbo-jumbo?

Now if a manufacturer whose sales have heretofore been confined to the states should decide to introduce his product in the French Congo you would expect him to be a bit timid. He would consult everyone who might possibly have had experience in that region. He would anticipate different customs and standards of living, a language barrier, currency exchange problems and a host of others.

But farmers? What's so strange about them? Why think of them as a market *apart*, as a group who are worth thinking about only because and when headlines talk about dollar wheat, or an administration of which you do not ap-

prove pours out funds through an alphabetical agency?

True, they have ups and downs like the rest of us but for *consistent* purchasing power the farmer has it all over the average city factory worker. He isn't a market to think of spasmodically, as something to tackle when, as, and if everything else is under control and rolling smoothly.

The principal thing for a manufacturer to remember is that if he advertises to farmers where they live, and does it sufficiently well, they will find his merchandise, if not in the nearest town, then in the next nearest. Distance is no longer an impeding factor in the consummation of a purchase. Is that a questionable statement? In view of all the talk about the newly-discovered farm market it's almost heretic in its simplicity.

While it is true that the farm market is one which should be worked on a continuing rather than a spasmodic basis, there are times when it deserves a special push and this unquestionably is one of those periods. A logical approach to the problem of getting more business from the farm and small town areas (the latter being studied with the farm field because the prosperity of most small towns is linked up with agriculture rather than with industry) would seem to cover these points:

1. The buying power of the farm and small town market—as compared with its own past and with other markets;
2. The current demonstrated spending activity in the market;
3. *What* farmers are buying, and *where* they are buying.

The gross income of farmers increased by an average of over a billion dollars a year in the last four years. The estimate for 1936 is \$9,530,000,-

SALES MANAGEMENT

* This article threatens to break a few editorial precedents—or, perhaps, they should be called superstitions. There's that disregard of the editorial "we," for example. And it's not going to be particularly newsy, and it's going to be argumentative, and it's going to imply that at least one or two of SM's subscribers have asked damn-fool questions—and it represents not necessarily the collective viewpoint of the SM staff, but only the feelings of one member who sees red when farmers are spoken of as strange beings like Hindus or Holy Rollers or Townsendites.

000 against \$9,508,000,000 in 1935 and \$5,337,000,000 in 1932.

While gross farm income gained 12%, total 1936 production expenses of \$4,230,000,000 for interest, taxes, wages, rents, supplies used in production, and depreciation charges increased 6% over 1935. Income above these expenses to pay operators for their labor, capital and management was \$5,300,000,000, or 17% over 1935 and only 7% below 1929. This *net* income increased well over 200% between 1932 and 1936.

Buying Power Sets Record

Since prices of goods farmers buy for family living were about 19% lower in 1936 than in 1929, purchasing power of 1936 income available to operators exceeded 1929 and was greater than in any of the 13 years covered by the record.

The total of the state figures (\$7,506,278,000) is not equal to the national total of \$8,100,000,000 because the latter figure includes income from some farm products of which production income is not obtainable by states.

The nation's spendable cash income increased approximately 57% between 1932 and 1936, the farmer's cash income 85%; and, as noted above, his net income—the residue left for better living—increased more than 200%.

The chart, "Farm Dollars Buy More Today," prepared by the magazine *Successful Farming*, shows in barter terms what better farm prices have meant to farmers. A \$700 automobile, for example, costs the farmer 36 hogs as against 100 hogs four years ago; a washing machine costs 48 bushels of corn as against 205. No wonder stores which sell to farmers are prospering!

And, of course, the farmer's income from farm operations is not his sole income. The average net income per farmer in the United States in 1935, computed on a basis to make it comparable to the incomes of urban workers, amounted to \$1,001. This compared with average full time wages of \$1,041 in the same year for fully employed workers in manufacturing industry.

This information is taken from a study, "Income in Agriculture," published recently by the National Industrial Conference Board.

In arriving at its estimates of farm income, the Conference Board included the income earned by farmers from work done off the farm. Surveys have shown that farmers in every section of the country derive additional regular income from this type of work. In 1935 such supplemental income probably amounted to over \$1,000,000,000, or nearly \$150 for every farmer in the

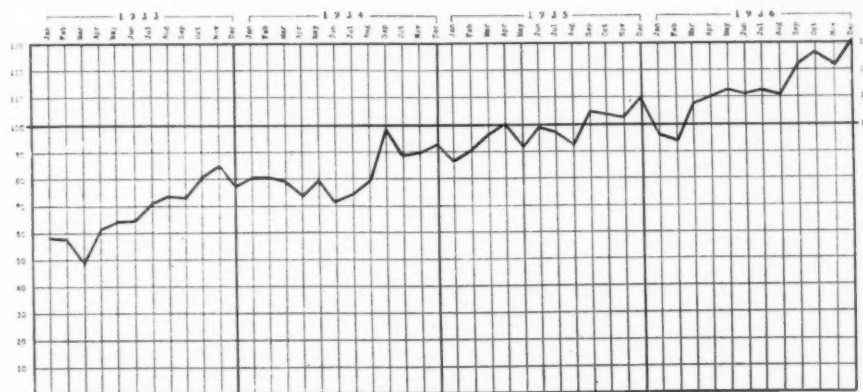
United States whether engaging in work off the farm or not.

To ascertain the *total* farmer's income we would need to add to his income from farm operations and off-the-

farm labor the returns from securities, insurance, savings banks, and other forms of investment. No estimates are available of returns from such sources. And if we are thinking in terms of his

Index of Retail Sales in Small Towns and Rural Areas

(1929-1931 = 100)



SOURCE: Estimates released by the Department of Commerce on daily average sales of general merchandise in small towns and rural areas—based on a sample representing about one-fifth of the retail business of this type done in places of less than 30,000 population.

NOTE: Retail sales are with seasonal adjustments.

Farm Dollars Buy More Today!

TODAY

it only requires

36

200 LB HOGS



to buy

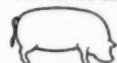
\$700 AUTOMOBILE



four years ago
it required

100

200 LB HOGS



6 1/2

1000 LB BEEF



to buy

\$800 TRACTOR



10

1000 LB BEEF



48

BUSHEL OF CORN



to buy

\$60 WASHING MACHINE



205

BUSHEL OF CORN



16

POUNDS OF BUTTERFAT



to buy

\$5 FOOD BASKET



23 1/3

POUNDS OF BUTTERFAT



278

BUSHEL OF WHEAT



to buy

\$350 REMODELING JOB



714 1/4

BUSHEL OF WHEAT



effective buying power we must remember the difference in living costs. A study made by the author late in 1935 ("The Farmer's Income and What He Does With It," SM, Dec. 15, 1935) reached the conclusion that an average city family, to have the same standard of living as the average farm family with a \$1,000 cash income, must have a minimum of \$1,600 a year. The value of the food and housing supplied by the farm averaged \$579 per family.

What is the farmer doing with his increased income? He is improving his operating plant, for one thing. Farm expenditures designed to improve farm business increased 54% between 1932 and 1936.

	1932	1936
Fertilizers, feed, seed, oil	\$ 540,000,000	\$ 634,000,000
Gasoline, tires, batteries, accessories	362,000,000	440,000,000
Containers, twine, spray materials	99,000,000	101,000,000
Farm machinery, tractors and repairs	106,000,000	336,000,000
Automobiles and trucks	80,000,000	257,000,000
Farm buildings and repairs	75,000,000	170,000,000
	\$1,262,000,000	\$1,938,000,000

Deferred Needs Still Large

The extent of the gap between actual purchases and the loss of farm building and equipment by wear and tear during the depression is indicated in a general way by the following estimates from the United States Department of Agriculture (in million dollars):

	Depreciation of Buildings and Equipment	Capital Expenditure for Buildings and Equipment	Difference
1930	892	897	+ 5
1931	843	521	-322
1932	805	261	-544
1933	762	346	-416
1934	789	495	-294
1935	780	763	- 17

Indications are that in 1936 expenditures were "somewhat higher" than depreciation, but definite data are not available. These needs cannot be cumulated entirely, since doing without a tool or building one year will not require increased use of future years. Nevertheless, it is certain that large expenditures must still be made to restore the farm plant to its 1929 state.

Analysis of the 1933 and 1935 United States Census of Distribution Retail Sales Figures made for SM by René Pepin indicates that total sales, in towns of 10,000 population and under, increased \$2,651,513,000, or 35%, 1935 over 1933. In cities over 10,000

Retail Sales Increases 1935 Over 1933

Cities over 10,000 Compared with Cities under 10,000
(000 omitted)

<i>Total</i>		1933 Sales	1935 Sales	Increase Sales	Per Cent
Over	10,000.....	\$17,556,235	\$23,028,773	\$5,472,538	31.0
Under	10,000.....	7,480,990	10,132,503	2,651,513	35.0
<i>Food</i>					
Over	10,000.....	4,861,851	5,748,679	886,828	18.2
Under	10,000.....	1,931,159	2,613,746	682,587	35.0
<i>Eating Places</i>					
Over	10,000.....	1,097,555	1,781,786	684,231	62.3
Under	10,000.....	332,383	609,074	276,691	83.2
<i>General Merchandise</i>					
Over	10,000.....	3,286,228	3,990,320	704,092	21.4
Under	10,000.....	605,044	629,431	24,387	4.0
<i>Apparel Group</i>					
Over	10,000.....	1,713,655	2,336,616	622,961	36.3
Under	10,000.....	209,678	319,626	109,948	52.4
<i>Automotive Group</i>					
Over	10,000.....	1,906,702	2,982,055	1,075,353	56.3
Under	10,000.....	980,823	1,624,595	643,772	65.6
<i>Filling Stations</i>					
Over	10,000.....	837,606	1,013,355	175,749	20.9
Under	10,000.....	694,118	954,359	260,241	37.4
<i>Furniture, Household; Radio</i>					
Over	10,000.....	779,037	1,067,523	288,486	37.0
Under	10,000.....	179,743	222,373	42,630	23.7
<i>Lumber, Building</i>					
Over	10,000.....	714,870	929,485	214,615	30.0
Under	10,000.....	627,835	934,790	306,955	48.8
<i>Drug Stores</i>					
Over	10,000.....	776,225	890,629	114,404	14.7
Under	10,000.....	290,027	341,964	51,937	17.9
<i>Other Stores</i>					
Over	10,000.....	1,393,098	2,237,386	844,288	60.6
Under	10,000.....	258,807	823,081	564,274	218.0

SOURCE: United States Census of Distribution, 1933 and 1935.

population there was an increase of \$5,472,538,000, or 31%. Sales in towns under 10,000 are not a complete measure of farm trade. While most people will agree that farmers are the predominating sales influence in these small towns, their purchases are by no means confined there, as will be brought out in a second article. Not only do they go frequently to the larger cities on shopping excursions, but their purchases from mail order houses show up in census figures in the large cities where these mail order companies have their headquarters.

Small Towns Lead in Gains

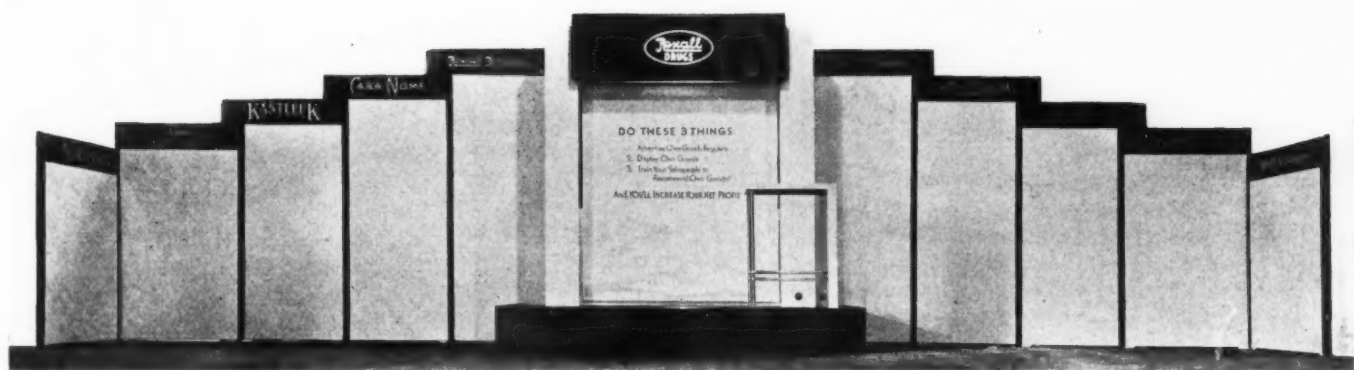
A breakdown of the total sales into various lines of business shows increases on a rampant upswing in both small towns and cities. For instance, food sales in small towns increased 35%; in cities, 18%. In the apparel group there was a 52% increase in small towns, and a 36% increase in cities. The automotive group came in

for its share with the outstanding increase of 66%, or \$643,772,000, in small towns. Lumber and building retail sales for 1935 in cities totaled \$929,485,000. This included an increase of \$214,615,000, or 30%. In small towns lumber and building exceeded \$934,000,000, with a gain of \$306,955,000, or 49%.

Testimony showing the fast uphill climb of small town sales is shown monthly 1933 through 1936 in an index of retail sales based on the Department of Commerce figures with 1929-1931 as 100. Charted, this index is the answer to a ski jumper's paradise—a 131 high for December, 1936, with just enough ups and downs to January, 1933, for a happy landing at 57.

A continuation article in SALES MANAGEMENT for April 20 will present a compilation of recent studies on farmer's buying habits—where and what he buys, how far he is willing to travel for different types of merchandise.

SALES MANAGEMENT



(Above) The background used at the Rexall conventions has sliding panels which may be stretched out or telescoped, to fit the size of the meeting room.

(Below) Typical department set-up carried to conventions and suggested for Rexall stores. (See story and illustration on next page for further details.)

BY
LESTER B. COLBY

Rexall Trains Dealers with Traveling Show

United Drug begins to tour the country with product samples, model department exhibits and sales practice suggestions to demonstrate the "how" of better merchandising.

NOW that the famous Rexall streamlined train has passed into history, and the trophies it picked up in its travels over the United States have become museum pieces in Boston, the United Drug organization has moved on to a series of Rexall Club conventions.

These conventions are, in a measure, as original as was the train. Two teams, headed by sales department executives from the home office, are out touring the country. Each carries two sets of exhibits. While one set is being used the other one is being moved on to the next "stand" and is being put up.

There are approximately 8,000 Rexall stores in the United States. Proprietors, managers and clerks of these stores are invited to central points; in some of the larger and more important states, depending on circumstances, two meetings are held. J. E. Fontaine, vice-president and general sales manager, or J. M. Considine, assistant general sales

manager, attend certain meetings.

Three or four department heads from the home office are always on hand. Schedules are so arranged that every department head, over a period of two years, visits every part of the country and meets all Rexall store operators and clerks who attend the conventions.

The exhibits are complete Rexall store departments which are moved into the convention halls or hotel ball-rooms where the meetings are held. They are complete in every detail and hundreds of items, in the original packages, are shown.

The entire display, with sliding-panel background, which can be spread or brought together like an accordion to fit any sized room, was worked out by the Architectural Decorating Co., of Chicago, under the personal supervision of R. F. Schmidt, president of AD, and E. F. Rebholz, idea-and-stunt man for United Drug.

When the Rexall store operators

enter the hall they see each individual department set up exactly as the United Drug Co. would like to see it in the various stores.

These assembled goods include layouts for such departments as medicine, pharmaceutical, rubber and hospital, toilet goods, candy, pure foods and fountain supplies, stationery, sundries and brushes, etc. They are arranged for a maximum of efficiency and sales. Arrangements are not based upon theory, but upon careful studies and surveys.

The management believes that if the individual store operator will follow the plans and methods outlined here—and United Drug—will profit. If the store owner so desires, he may build his own displays from plans given him, or he may buy them complete. When he does they can be moved right into the store and set up.

Twelve of these departments are carried on the tour for each convention—which means, with two complete set-



FIRST AID



To back up its contention that attractive display and the grouping of related items increases sales, Rexall is showing the dealers who attend its conventions 12 samples of how the job should be done. Each department set-up is built of wood and weatherboard hardboard so that it can be a flexible fixture in the store; each is handsomely lacquered in colors and is ultra-modern in design. Units may be purchased complete from United Drug; or the company will supply the store owner with a set of plans free, so that a local carpenter may do the construction.

ups being in use and two being jumped ahead, that there are 48 on the road all the time. One complete set of 12 is always waiting at the next stop when the traveling sales and demonstration crew gets into town.

Rexall stores are independently owned and operated, but buying is done on a cooperative basis through the United Drug Co. of which Louis K. Liggett is president and the originator of the idea.

Because the Rexall stores are privately owned, the United Drug never attempts to dictate but does endeavor to "sell" the operators on following a general, recognized, standardized set-up and a uniform sales practice. All Rexall stores are expected to display the oval Rexall neon sign, and to take on the general "family" atmosphere.

Besides this, the convention meetings are presumed to put new ginger into the operators and stir them up to use the best means of extending sales and getting volume. It is a common practice to call on store owners to tell what the Rexall system of selling and management has done for them.

The convention meetings were started in January with one team working in the North and the other in the South. Programs led by the home office department heads are worked out to a fine schedule, but the store owners are advised:

"Break in on them! Cross-examine them! Make this a real town hall meeting!"

Suggestion and question periods are scheduled after each department head has "spoken his piece" and some of the boys from the small towns take delight in thinking up tough ones. For example, one operator, after listening

to a discussion of the glories of Rexall shaving cream, shot this:

"What shall I say when the customer tells me he uses one of those new-fangled electric dry shavers?"

"Suggest face powder which will act as a lubricant as the electric shaver slides through the beard," came the reply, rapid fire.

Special stress is laid on how to train employees to make "suggestions without offence." High pressure selling, it is admitted, when carried to the extreme may react to drive away customers. Buyers can easily resent too obvious tactics.

Technique and approach are stressed as extremely important, after proper display of merchandise. Even at this early stage the company has received letters and reports from many store operators telling of increased sales.

One of the features of the Rexall Club conventions is a movie of the big, blue Rexall streamlined train. This lasts 45 minutes, accompanied by sound—Graham McNamee in sparkling comment.

The film was taken by an expert motion picture man who accompanied the train. The picture was afterward edited by a motion picture editor. Rexall store operators often find great glee in the fact that they identify themselves in the picture which shows many flashes of crowds and receptions.

It is the rule that each convention lasts two days and the United Drug Co. acts as host at luncheons and informal meetings. Then there's a banquet, usually with a floor show. The business meetings are strictly business; the fun pure fun. Good fellowship prevails. Lasting contacts are made. Proprietors go home and spread their

product-enthusiasm, and sales-enthusiasm to their clerks. The clerks, as a result, become better salesmen.

Below is a typical program for a Rexall convention. Many conventions, because of long-winded talks, become boring. Note how many of these speakers are limited to ten to twenty minutes. Seventy conventions, similar to this, are being held in various parts of the United States this year. This program, selected by chance, is one held in Little Rock, Ark. The program:

MORNING

- 8:30 to 10:00—The display room will be open for your inspection.
- 10:00—Convention called to order.
- 10:00 to 10:10—Address by Joe Horst, Stuttgart, president of the Arkansas Rexall Club.
- 10:10 to 10:20—A welcome to Little Rock—Sam V. Bracy.
- 10:20 to 10:30—A Message from the Home Office—John M. Considine, assistant general sales manager.
- 10:30 to 10:50—Rexall Clubs Department—B. T. Maxey, secretary, International Association of Rexall Clubs.
- 10:50 to 11:30—Special and One-Cent Sales—S. E. ("Sam") Hartford, manager, Special Sales Department.
- 11:30 to 12:00—Suggestion and question period.
- 12:00 to 12:25—Field Work—J. S. ("Mac") McMahon, sales manager, District No. 6, United Drug Co., and president, United Wholesale Co., Atlanta, Ga.
- 12:25 to 12:30—Appointment of Nominating Committee by the president.
- 12:30—Adjournment for luncheon as guests of the Arkansas Rexall Club.

AFTERNOON

- 2:00 to 2:15—Report of the treasurer, L. K. Snodgrass, Little Rock.
- Auditing committee: The president will appoint a committee to audit the books of the treasurer.
- 2:15 to 2:30—Survey Department—Doyle S. Cornelius.
- 2:30 to 2:40—Suggestion and question period.
- 2:40 to 3:20—Stationery—W. O. (Bill) Eades, assistant manager, Stationery, Brush and Sundries departments.
- 3:20 to 3:50—Suggestion and question period.
- 3:50 to 4:30—Pure Food Department—J. D. (Jim) McMillen, manager, Candy and Pure Food departments.
- 4:30 to 5:00—Suggestion and question period.
- 5:00—Adjournment.

SECOND DAY

MORNING

- 10:00 to 10:40—Combined Medicine Departments—J. S. (Mac) McMahon.
- 10:40 to 11:10—Suggestion and question period.
- 11:10 to 11:50—Brushes and Sundries—W. O. (Bill) Eades.
- 11:50 to 12:20—Suggestion and question period.
- 12:20 to 12:30—Report of Nominating Committee. Election and installation of officers. (Officers elected at this time will take office at the close of the convention.)
- 12:30—Adjournment for luncheon as guests of the Arkansas Rexall Club.

AFTERNOON

- 2:00 to 2:05—Report of the Auditing Committee.
- 2:05 to 2:50—Talking motion picture of the high spots of the 30,000-Mile Tour of the Rexall train: Photography by B. T. Maxey, director of the Rexall train; edited by a movie expert; commentator, Graham McNamee.
- 2:50 to 3:30—Candy Department—J. D. ("Jim") McMillen, manager.
- 3:30 to 4:00—Suggestion and question period.
- 4:00 to 4:40—General Sales—John M. Considine.
- 4:40 to 5:10—Suggestion and question period.
- 5:10—Adjournment.

EVENING

- 7:00—Annual banquet and entertainment tendered by the United Drug Co. to the Rexallites, their immediate families and store people only.

SALES MANAGEMENT

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Posters and Dealer Displays]

Canines' Canines

John Morrell & Co., maker of Red Heart dog food, has discovered that "millions of dogs" have life-shortening or decayed teeth. Deeply concerned over this peril to Fido's bicuspid, incisors, and canines, Morrell is advising that Red Heart dog biscuits (a) harden gums; (b) remove tartar; (c) are rich in tooth- and body-building vitamins.

A 13 weeks' campaign in the Chicago *Daily News*; Bob Becker's "Dog Club of the Air" weekly over WGN; three times a week on the WLS "Home Maker's" hour; "Tea Time at Morrell's" each Friday on the NBC network; and a premium of a chocolate flavored, indestructible rubber ball for a box top seek to turn attention to Fido's fangs.

The sales presentation to dealers is full newspaper size on newsprint. Its cover is an actual front page of the *Daily News* on which is overprinted in red, "A spectacular sales drive with teeth in it on Red Heart dog biscuits." If the dealer sinks his teeth in the idea, he gets a display basket free. Henri, Hurst & McDonald are the agents in charge.

Ford Goes for Car Cards

Ford Motor Co. has taken car card ads in trolleys, buses, subway, elevated and suburban trains of more than 3,000 U. S. and Canadian towns served by the Barron Collier organizations.

N. W. Ayer & Son and McCann-Erickson placed the space jointly. Some \$35,000 a month is to be spent by the agencies on cards of standard 11 x 21 inch size and, later, the double display 11 x 42 inch size. Special emphasis is to be put on used cars. The campaign is to be localized so as to aid Ford dealers in each community, giving them a national campaign brought right down to Main Street.

The Babe for Sinclair

George Herman Ruth will be the central pivot of Sinclair Refining's Spring sales campaign. On April 14 he starts a 13-week series over a Columbia network of 61 stations. Two 15-minute broadcasts a week are chalked-in. Prizes, 522 of them from Nash sedans to autographed baseballs, are to be awarded weekly in a baseball contest.

Entrants obtain contest blanks at Sinclair dealers' stations and match

wits with the Babe in picking Big League winners. Dealers are also supplied with baseballs, autographed by the Swatting Sultan, to be given away on local diamonds, a picture tabloid, window displays, signs, and a manual.

Teamed up with the radio are ads in 182 newspapers, 11,500 highway posters, and insertions in *S.E.P.*, *Collier's*, *Time*, *Life* and *Field & Stream*. Federal Advertising Agency manages the team.

Time Marches On and On

The radio "March of Time" will add nine stations to the 35 currently carrying the program over CBS when it switches on April 15 to the sponsorship of Servel, Inc. In place of *Life* and *Time* magazines, the commercials are to plug Servel Electrolux refrigerators. Early in September, after a vacation for the cast, Time, Inc., will resume the sponsorship. BBDO is the agency.



Puncturing claims bubbles.

Prof. Tipple

Treading in the footsteps of American Distilling's "Prof. Jim Crack" (SM, March 1) Congress Cigar Co., Newark, introduces Prof. Thaddeus Q. Tipple, P.P.P. (Professor of Psmoking Psychology). The Professor and his laboratory of Psubsidized Pscientists will find out if La Palina cigars will cure baldness, snakebite, buck teeth, and other ailments.

In 160 dailies of 116 key cities, later

on billboards, La Palina and the Prof. take back-handed slaps at the preposterous claims of rivals by advancing even greater incredibilities. Reproduced is a typical item in the series. The Prof. and his Pscientific Pside-kicks are deciding if "La Palina will un lax knotty sinews. With a helpless Hercules under their gadgets for 15 hours, they emerged defeated from the laboratory . . . Their brains had become muscle-bound . . . Anyway we found that La Palina will un lax the wrinkled brow of care."

Marcus Conlan, Congress Cigar ad mgr., David Jenks, s.m., and Gotham Advertising Co. created the giggles-and-guff campaign.

Can't Sag, Can't Slump

"Floating Bra Swim Suits for women is the new innovation" of Gantner & Mattern Co.'s 1937 campaign, according to advices from agents Emil Brisacher and Staff. "You can't Sag, can't Slump," and "If you wear a bra in a formal, you need Floating Bra on the beach" are featured in the copy.

Which is, no doubt, a pretty sentiment. But cast your eyes on this list of magazines which are to carry, in color and b. & w., the hereinabovementioned slogans: *Vogue*, *Fawcett Publications*, *Photoplay*, *Collier's*, *Liberty*, *Woman's Home Companion*, *News-Week*, *This Week*, *S.E.P.*, *Esquire*, *Life*, *Boy's Life*, *Open Road for Boys*, *American Boy*.

What, we mournfully inquire as we view with alarm, *what* is happening to American boyhood? All we know is contained in Emil Brisacher & Staff's press release, yet from that the situation demands more than a careless "Oh well, boys will be boys."

1,000 Wrist Watches

John H. Woodbury Co. is giving away not "babies with half a pound of tay," as the old song had it, but 1,000 Longines diamond wrist watches to customers and dealers. Prizes are valued at \$100,000. The contest starts via Woodbury's "Follow the Moon" program on the NBC-Red network. It lasts ten weeks.

During that time 50 listeners each week who write the best ending to the sentence, "I like Woodbury's soap best for my skin because . . ." and enclose three wrappers receive a watch. The dealers from whom they buy the soap also get a timepiece. They will therefore put Woodbury's up front. Lennen & Mitchell is in charge.

Tuna-Tests

Van Camp Sea Food Co., Terminal Island, Cal., will run for the next eight months a contest or "tuna-test," for its Chicken of the Sea and White Star brands of tuna fish. Each month

2,000 orders on grocers for six cans of tuna and 200 orders for \$25 worth of groceries will be awarded to essay winners.

Four-color pages in *Woman's Home Companion*, *Good Housekeeping*, and *McCall's*; two-color, two-column space in *Collier's* and *Liberty*; black and white pages in *Sunset* form one element of the drive. "Metropolitan newspapers throughout the U. S. will again secure the major expenditure, with b. & w. lineage supplemented by two- and four-color Sunday insertions in magazine and color gravure sections," according to Emil Brisacher and Staff, agency in charge.

A two-reel talkie that pictures the catching and packing of tuna will be circulated in schools. A trailer to the film dramatizes the 1937 ads, and is used for trade showings.

Flood-Proof Houses

A new talking point that carries weight throughout the vast flooded area is announced by Kendall, Morrison & Eagles, Louisville distributors of Gunnison houses. The latter are "package" homes whose "Bakelite floors, walls, ceilings, and roofs are "absolutely water-proof and warp-proof."

Ads in the Louisville *Courier-Journal* describe how "the six Gunnison demonstration houses in Louisville were hit by flood water, yet came through without damage whatsoever and no redecoration required.

"In the Gunnison factory at New Albany, Ind., which was entirely under water, all houses awaiting shipment were completely covered by water for two weeks. When the water went down and the mud was washed out with a fire hose, these houses were found to be in perfect condition and absolutely unaffected."

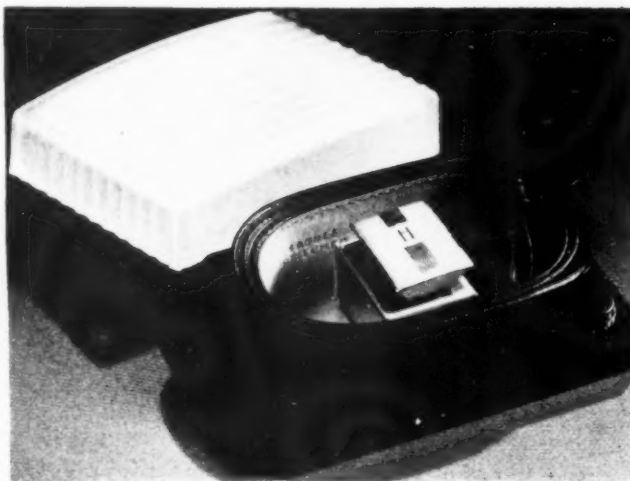
This theme will probably be heavily emphasized while memory of the recent river rampage is vivid, and it may be a permanent addition to house manufacturers' selling repertoire. Certainly it has an enticing sound to buyers whose homes have been twisted cat-a-ke-slunchwise by wild waters.

Sure 'Nuff Store Tie-Ups

"Last Minute News" is a program which has been broadcast for some time by Station KFRC, San Francisco, and has attained a wide daytime following. Borden's Dairy Delivery Co. now sponsors it and a series of store demonstrations that pack a selling punch.

John B. Hughes, the announcer, in his commercial plug urges listeners to visit some particular market where that day Borden's Dairy Delivery chocolate milk is being served hot and

Medalist: William Jameson & Co., Inc., U. S. subsidiary of the Dublin firm, has been awarded the gold medal for the most beautiful bottle entered in the 1936 All-American Package Competition. Over 12,000 packages were nominated for the contest, which is sponsored annually by *Modern Packaging*. The Irish American bottle, with its classical lines and long, easily-grasped neck, got a unanimous verdict from the judges.



Another Winner: First honors in the Irving D. Wolf annual packaging contest went to Hickok Mfg. Co. for its box combining two or more materials. Bottom is Bakelite, top opaque glass. With the belt removed it becomes a cigarette box. Lowell Shields, Hickok v.p., designed it.

free to all comers. Borden's has seen to it that a staff of demonstrators, who move from store to store on an exact itinerary, has educated grocers to take full advantage of the tie-up.

The retailers like the innovation, for their establishments get an airing which they could not afford; Borden's is tickled because time, place, and product are invitingly presented to customers, and results can be immediately checked. Finally, McCann-Erickson's San Francisco office, in charge, is content because of the foregoing. McC-E think they've got something fresh and efficacious in radio technique. To date customers have swarmed to the stores which were mentioned on the air.

Caps Become Salesmen

Charles Gulden, Inc., is the first food manufacturer to lithograph in five colors the metal caps of its containers. Each Gulden mustard bottle top pictures a different use for the

product in mouth-watering detail. There are 16 different recipes. Thus over a period of time a cook may be led to experiment—and thereby use more Gulden's. Charles W. Hoyt Co. is the agency.

Sit-Downs Spread

The epidemic of sit-down strikes has invaded advertising, serving as a motif for a series by Spear Brand Mills, Kansas City makers of chicken feed. "I'm going on a sit-down strike," threatens a hen in a typical ad. "You'll sit down all right, but you won't strike," clucks another hen, "not as long as the boss feeds us on Spear Brand egg pellets."

Prepared by the Jerome G. Galvin agency, stereotypes of the ads will go to dealers in Missouri, Iowa, Nebraska, Kansas, Oklahoma and Arkansas, where Spear distributes. Costs are split between the company and dealers. Farm journals in those states are also employed.

SALES MANAGEMENT

Survey of National Advertisers Shows R-P Act Has Not Killed Off Cost-Sharing Ad Deals

(See detailed tables on following two pages)

LAST month SALES MANAGEMENT editors sent a letter and questionnaire to some 400 American manufacturers, asking them a series of questions about their policies with regard to sharing newspaper advertising costs with dealers and distributors. One hundred and forty-six usable answers were received. All of these companies, with two exceptions, have mats and electros for dealer use.

The two groups—those who will under no circumstances pay any share of the advertising cost and those who will pay a part—are almost equally divided. Some 53.2% will not pay any part of the cost; 46.8% said they will share the cost. Not all of the latter answers were an unqualified "yes." Some manufacturers will share the cost on certain items in their line, but not on others. Quite a number have qualifications based on the size of the dealer and his purchases, the size of the advertisement, or the selling price of the article, which makes it impossible for every dealer to take advantage of the cooperative arrangement.

Plans Being Extensively Revised

Most of the replies show that the manufacturers have either revised their plans since the passage of the Robinson-Patman Act or are moving cautiously or diffidently as a result of it. Certain other replies indicate that the manufacturers either are not well informed about the provisions of the Robinson-Patman Act or have deliberately decided to thumb their noses at it.

There is considerable variation in the policies, as between industries. None of the respondents in the jewelry and silverware or in the office equipment and stationery fields pays any part of the cost.

At the other extreme, all of the radio companies have cooperative agreements, as do 90% of the makers of electrical household equipment, and 80% of the shoe manufacturers.

Other divisions of business and the percentage of responding manufacturers who will pay part of the newspaper advertising cost are: Automotive (including gasoline, oils, tires and accessories), 50%; women's and men's

apparel, 58%; agricultural machinery, 33%; building 27%; drug and toilet goods, 42%; grocery store products, 30%; hardware and paints, 53%.

The average share paid by the manufacturers is 50% of the net space cost.

Of those responding companies who state that they will share part of the cost, approximately 80% set up a definite advertising allowance on their books. Most of these allowances are in the name of the dealer; but in certain fields, like radio and electrical household equipment, the distributor or wholesaler is a factor in the advertising arrangement, and the allowance is likely to be in his name.

These allowances are most frequently based on a definite percentage of the dealers' purchases, with a figure between 3 and 4%, the median average of the respondents.

The accompanying tables give the detailed answers of each respondent. SALES MANAGEMENT told subscribers that company names would not be published unless specific permission were extended, and about two-thirds elected to remain anonymous. Readers will note that a large majority of those companies who have a cost-sharing arrangement did not wish their names to be published.

In trade circles it is common gossip that, following June 19, 1936, when the Robinson-Patman bill went into effect, at least 85% of all promotional payments in the grocery field were suspended. Today it is believed that well over 50% of the advertising allowances are back in that field, but many important companies—General

Foods, for example—are holding out against any form of advertising allowances. A recent article in *Retailing* states that well over 75% of allowances in the drug industry are back.

One feature of the Robinson-Patman Act which has met with approval by manufacturers who have cost-sharing arrangements is that by following through on the "for services rendered" clause in the act, they can request and receive proof of performance before making payment on any kind of cooperative advertising. Practically all of them demand tear sheets of the advertisement, and almost as large a number insist that the dealer submit a receipted bill from the newspaper.

Dealer Tie-ups Are Wanted

The heavy response to the SALES MANAGEMENT questionnaire, and the fact that nearly 100% of the respondents have mats and electros for dealers, shows intense interest in the subject. Manufacturers want local tie-ups; they want their more general types of advertising—such as magazines and radio net works—localized, and if possible under the sponsorship of a progressive local merchant.

Many have found that the Robinson-Patman Act, either with or without the supplementary help of the Fair Trade Enabling Acts in certain states, is tending to encourage the independent merchants to fight back through newspaper pages against the chains and other large units.

Neither the Robinson-Patman Act nor the Fair Trade Enabling Acts are intended to outlaw advertising allowances which are made available to all on proportionately equal terms and which do not tend to create a monopoly, "or to interfere with, destroy, or prevent competition."

Because of the desire which many manufacturers have to broadcast the fairness of their policies and because of the interest which has been stimulated on the part of the retailers, it is becoming common practice for manufacturers—through business papers, direct mail and their salesmen—to present evidence of an "open to all" advertising arrangement.

Those who will not share cost and those who will almost equally divided; majority set up advertising allowances based on a percentage of purchases and demand proof of services rendered.

Cooperative Advertising Policies of

(See explanatory article on page 613)

INDUSTRY—COMPANY	Do you have mats or electros for dealers?	Will you share space cost with dealers?	What part of the cost will you pay?	Is cost sharing offer open to all dealers?	If not, what is the determining factor?	Do you set up advertising allowances on a % of purchases?	What %?	Do you insist upon tear sheets?	Must be submitted from newspaper?
AUTOMOTIVE									
Electric Storage Battery Co.	Yes	No							
An Eastern Tire Co.	Yes	Yes	50%—up to 2% of purchases	All on contract		No		Yes	Yes
A National Oil Co.	Yes	No							
An Eastern Tire Co.	Yes	No							
A Truck Manufacturer	Yes	No							
An Oil Company	Yes	No							
An Accessory Manufacturer	Yes	No							
Prest-O-Lite Battery Co.	Yes	Yes	50%—up to 2½% of purchases	Yes, but handled through wholesalers		Yes	2½%	Yes	Yes
A Battery Company	Yes	No							
B. F. Goodrich Co.	Yes	Yes	50% or 33⅓%, depending on type of advertisement	Yes		No		Yes	Yes
Low-priced Automobile	Yes	Yes		Yes		Yes		Yes	Yes
A Rubber Products Co.	Yes	Yes	50%	Only to retailers who sign cooperative advertising contract		Yes	Not to exceed 2% 10c per bat'y 5%	Yes	Yes
Battery Manufacturer	Yes	Infrequent	Up to 50%	No	Volume of business	Yes		Yes	No
A Tire Company	Yes	Yes	50%—up to 5% of purchases	Yes		Yes		Yes	Yes
Standard Oil Co. of Ind.	A few	No							
Medium-priced Car A	Yes	Yes	50%	Yes		Yes	3%	Yes	Yes
Medium-priced Car—B	Yes	Yes	50%	Yes		Yes		Yes	Yes
National Oil Co.	Yes	No							
APPAREL									
Hosiery Maker—A	Yes	Yes	50%	Yes		Yes	3%	Yes	Yes
Hosiery Maker—B	Yes	No							
Ladies' Underwear	Yes	Yes	50%	Yes		No		Yes	No
Hosiery Maker—C	Yes	Yes	50%	Those who comply with requirements	Not quantity, but carrying complete line	No	3%	Yes	Yes
Formfit Co.	Yes	Yes	50%	All carrying complete line		Yes	2%	Yes	No
Earnshaw Knitting Co.	Yes	No							
Men's Clothes	Yes	Limited	From 1% to 2½% of purchases	No	Size of annual purchases			Yes	No
Vassar Co.	Yes	No							
Shirts and Haberdashery	Yes	A few	50%—up to 5% of purchases	If they request it	Volume, location and influence of store	No		Yes	No
Men's Hats	Yes	Limited	50%—up to 5% of purchases	Limited to advertising in 56 newspapers of statewide circulation		No		Yes	Yes
Woolen and Rubber	Yes	No							
Fashion Park Mfg. Co.	Yes	Yes	50%	Yes		Yes	Confidential	Yes	No
Men's Underwear	Yes	No							
Swimming Suits—A	Yes	Yes	50%	No	Size of purchase	Yes	5%	Yes	No
Haberdashery	Yes	No							
Hosiery Maker—D	Yes	Yes	50%	Yes		Yes	4%	Yes	No
Swimming Suits—B	Yes	No							
AGRICULTURAL MACHINERY									
Manufacturer—A	Yes	No							
Manufacturer—B	Yes	No							
F. E. Myers & Bro. Co.	Yes	No							
Caterpillar Tractor Co.	Yes	Yes	50%	Yes		No		Yes	Yes
Manufacturer—C	Yes	Certain lines	50%			No		Yes	Yes
Henry A. Dreier Co.	No	No	Sell direct to consumers						
Fairbanks, Morse & Co.	Yes	Yes	50%	Yes		Allowance on each unit	Varies	Yes	Yes
Manufacturer—D	Yes	No							
Manufacturer—E	Yes	No							
BUILDING									
Lighting Equipment	Yes	Limited	Variable, if at all	No	Competitive conditions and special campaigns	No		Yes	Yes
Copper and Brass	Yes	No							
Iron Fireman Co.	Yes	No							
Manufacturer—A	Yes	Yes	50%—up to 3% of purchases	Yes		Yes	3%	Yes	No
Manufacturer—B	Yes	No							
Roofing	Yes	Limited	Usually 50%	Yes, but not encouraged	Size and dealer's insistence	Yes	2½%	Yes	Yes
Plumbing Ware—A	Yes	No							
Construction Material	Yes	No							
Insulate Co.	Yes	No							
Manufacturer—C	Yes	No							
Plumbing Ware—B	Yes	No							
DRUGS AND TOILET GOODS									
Patent Medicines	Yes, of pkgs	No							
Hair Tonics	Yes	Yes							
Soaps	Yes	No							
Bristol-Myers Co.	Yes	No							
Feminine Hygiene	Yes	Yes	100% on specified maximum linage	Yes, on application		Yes	Varies in different mkts.	Yes	No
Glycerine Producers Ass'n	No	No							
Candy	Yes	No							
Bourjois Sales Corp.	Yes	Yes	50%	Yes		Yes		Yes	Yes
ELECTRICAL HOUSEHOLD EQ									
Washing Machines—A	Yes	Yes	50%—at discretion of wholesaler	Yes	Controlled by wholesaler	Yes, for each wholesaler	Varies by price of models	Yes	Yes
Refrigerator—A	Yes	Yes	50% up to fixed limit	Yes		No		Yes	Yes
Refrigerator—B	Yes	Yes	50%	Yes		Yes, but controlled by distributor	3%	Yes	Yes
Specialty—A	Yes	Occasion'y							
Washing Machines—B	Yes	Yes	50%	Those who have sufficient reserves		Yes		Yes	Yes
Specialty—B	Yes	No							
Refrigerator—C	Yes	Yes	40%	Yes		Yes	2 to 4½%	Yes	Yes
Washing Machines—C	Yes	Yes	Up to 50%	Yes	Size is factor	Yes	Confidential	Yes	Yes
FURNITURE & HOUSEHOLD									
Bissell Carpet Sweeper Co.	Yes	No							
Clinton Carpet Co.	Yes	No							
Simmons Co.	Yes	Yes	50%	Regardless of size				Yes	Yes
Rug Manufacturer—A	Yes	Yes	50%	Yes		No		Yes	No

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(See explanatory article on page 613)

INDUSTRY—COMPANY	Do you have mats or electros for dealers?	Will you share space cost with dealers?	What part of the cost will you pay?	Is cost sharing offer open to all dealers?	If not, what is the determining factor?	Do you set up advertising allowances on a % of purchases?	What %?	Do you insist upon tear sheets?	Must dealers submit bill from newspaper?
FURNITURE & HOUSEH'D CONT.									
Rug Manufacturer—B	Yes	No							
Glassware	Yes	No							
Wall Paper	Yes	No							
Wamsutta Mills	Yes	No							
Cotton Textiles—A	Yes	No							
Cotton Textiles—B	Yes	No							
Armstrong Cork Products Co.	No	No							
GROCERY STORE PRODUCTS									
A Salt Company	Yes	No							
Dog Food	Yes	No	All	Yes		No		Yes	No
Gerber Products Co.	Yes	No							
Battle Creek Food Co.	Yes	Yes	50%	Yes		No	Limited to 20" m'nthly 5%	Yes	No
Toilet Tissue	Yes	Yes	All	Yes, if window space is also used		Yes		Yes	No
Armour & Co.	Yes	No							
General Foods Corp.	Yes	No							
Food Specialty	Yes	No							
Ginger Ale	Yes	No							
California Cooperative—A	Yes	No							
California Cooperative—B	Yes	No							
Canned Goods	Yes	Occasionally	All	Yes, on specific items and seasonal drives if dealers meet all conditions		No		Yes	Yes
Importer	No	No							
HARDWARE AND PAINTS									
An Eastern Paint Co.	Yes	Yes	66 2/3%	Yes		Yes	Varies	Yes	Yes
Rutland Fire Clay Co.	Yes	No							
Amer. Asphalt Paint Co.	Yes	Yes	50%—up to 10% of purchases	Yes		Yes	Our half 5%	Yes	Yes, receipted
Coleman Lamp & Stove Co.	Yes	Limited	50%—up to 5% of purchases	Yes		Yes	5%	Yes	Yes
Lawn Mowers	Yes	No							
Paint Maker—B	Yes	Yes	50% on specified No. Ads	Yes, to full line dealers		Yes	5%	Yes	Yes
Light Hardware	Yes	No							
Paint Maker—C	Yes	Yes	50%	Yes		Yes	Varies by lines; averages 2%	Yes	Yes
Western Cartridge Co.	Yes	No							
Paint Maker—D	Yes	Yes	50%	Yes		Yes	2%	Yes	Yes
Eclipse Lawn Mower Co.	Yes	No							
Wm. Schollhorn Co.	Yes	No							
Firearms	Yes	No							
Paint Maker—E	Yes	Yes	50%	Yes		Yes		Yes	Yes
Stove Company	Yes	No							
Furance Company	Yes	Yes	50%	Yes		Yes	\$3-\$10 per unit	Yes	Yes
Holland Furance Co.	Yes	For branches	All	Through direct branches				Yes	Yes
JEWELRY AND SILVERWARE									
Watch Company—A	Yes	No							
Watch Company—B	Yes	No							
Silverware	Yes	No							
Watch Company—C	Yes	No							
Watch Company—D	Yes	No							
Watch Company—E	Yes	No							
Gruen Watch Co.	Yes	No							
OFFICE EQUIP. & STATION'Y									
Pen Company	Yes	No							
Typewriter—A	Yes	No							
Autopoint Co.	Yes	No							
Typewriter—B	Yes	No							
Remington Rand Co.	Yes	No							
RADIOS									
Radios and Tubes	Yes	Yes	50%—up to 10% of purchases	Yes		By whole-sale accounts	2 1/2% mfr.; 2 1/2% job'r; 5% retailer	Yes	Yes
Stewart-Warner Corp.	Yes	Yes	Distributor pays 50%, dealer, 50%	Yes		Yes, with distributor	No	Yes	Yes
Radio Manufacturer—B	Yes	Limited	50%	Yes, if they do GOOD advertising		Yes with distributor and latter does with dealer from 2% to 5% sales.	Usually 5%	Yes	Yes
Radio Manufacturer—C	Yes	Yes	50%, when arranged by distributor,	Distributor arranges with preferred list					
Crosley Radio Corp.	Yes	Yes	Dealer pays 50%; distributor and manufacturer 50%	Yes		Yes		Yes	Yes
Radio Manufacturer—D	Yes	Yes	50%	Yes, but only 20% use		Yes, with distributor	3.26% of Distrib. purchases; he adds 2%	Yes	Yes
SHOES									
Shoe Company—A	Yes	Yes	50%	Yes		Yes	3%	Yes	No
Shoe Company—B	Yes	Yes	50%, up to 3% of purchases	Yes		On memo books	Yes	Yes	Usually
Shoe Company—C	Yes	Yes	50%	Yes, but volume counts		Yes	3%	Yes	Yes
Shoe Company—D	Yes	No							
Shoe Company—E	Yes	Yes	50%—up to 3% of purchases	Yes		Yes	3%	Yes	Yes
Shoe Company—F	Yes	Yes	Pay for 120 inches if dealer pays for 60 inches	Yes		Yes	2 1/2%	Yes	Yes
Shoe Company—G	Yes	No		Yes		Yes	5%	Yes	Yes
Shoe Company—H	Yes	Yes	50%	Yes		Yes	5%	Yes	No
General Shoe Corp. (On Frank Jarman Line)	Yes	Yes	50%	Yes		No		Yes	Yes
MISCELLANEOUS									
Eastman Kodak Co.	Yes	No							
Unidentified, Ohio	Yes	No							
Unidentified, N. Y.	Yes	Yes	50%	All jobbers		For jobber	3%	Yes	No
Unidentified, N. Y.	Yes	Yes	50%	Yes		Yes	5%	Yes	Yes
Unidentified, Pa.	Yes	No							
Universal Camera Corp.	Yes	No							
Chicago Company	Yes	No							

Science and Salesmanship Boost Devoe Housepaint Sales 120%

BY
LAWRENCE M.
HUGHES

THE paint industry's sales volume increased 15% last year. Devoe & Raynolds Company, with a gain of 17%, did a bit better than the average of the other 2,000 American manufacturers. But on one of its lines—exterior house paint—Devoe's sales soared *more than* 120%.

This was due to the development and projection of a "revolutionary" idea, known as the Devoe Two-Coat System.

Although this system costs the company 10% more in the can, SM was told, wholesale and retail prices were not changed. Because it employs two coats instead of the customary three, it reduces the cost of paint and labor to the consumer by one-third. And it "lasts twice as long."

In response to a couponed magazine campaign, and the enthusiasm of the company's several thousand dealers, more than 100,000 jobs were done in 1936, the first year in which the system was generally promoted.

When Devoe & Raynolds refers to a paint system as "revolutionary" one may be reasonably sure that it is. The company, founded in 1754, is probably the oldest manufacturer of any type in the country. It has both perspective and restraint. Until a dozen years ago, when a group of younger executives obtained control, it was a "family" concern. Even so, two of these were sons of former presidents. Elliot Phillips is now president; E. D. Peck, general manager, supervising a dozen departments, including product research, manufacture, sales and advertising.

As were other companies in the paint industry, Devoe was hit by the depression. The nation's paint business fell from its peak of \$600,000,000 in 1929 to \$300,000,000 in 1932. The volume of new building, of course, declined even more rapidly than this, but only 15% of paint sold is for new

buildings, 85% for repaint work. The decline in this industry followed directly the contraction in general buying.

Devoe reduced its overhead in an effort to keep profit in line with volume. Even in hard times salesmen's results were more tangible and immediate than those of men in other departments. The sales force was reduced somewhat, but research and advertising received greater reductions.

Then, in 1932, the management realized the "danger" of these policies. Product research, they believed, insures the progress, advertising, the buyers of the future. The old Devoe name must be kept alive. More than that, it must be made an even more constructive force, through product development.

Paints had long been regarded merely as physical mixtures. Their chemical properties and possibilities, Devoe believed, had not been thoroughly probed and developed. For two centuries lead and linseed oil, mixed by hand into paint, had undergone no important improvement. Ready-mixed paint in 50 years had been changed hardly at all. Exterior painting continued to be usually a process of three "coats"—all the same paint, with the addition of different amounts of turpentine and oil for "thinning."

Despite the depression, Devoe decided to "bank on the future," on the basis of what applied chemistry might

CHEMICAL RESEARCH CUTS HOUSE-PAINT BILLS IN HALF!

Resistant to Cracks, Peeling, Fading, Blistering, Lungs of Sun and Weather
Defies Cracking, Peeling, Fading, Blistering, Lungs of Sun and Weather

Last Spring Devoe's consumer advertising of its Two-Coat System was educational, explanatory; this Spring, as in the advertisement at the right, it offers documentary proof . . . in the form of informal testimonials by "the man next door."

Photo of Dr.
Long by
Blank-Stoller.

Dr. J. S. Long, recruited from the college laboratory, tackles D. & R.'s paint problems unhampered by the industry's musty precedents.



By digging deeply through research to develop an entirely new principle of painting—the "Devoe Two-Coat System" — Devoe & Raynolds increased their house paint sales at a rate eight times faster than sales for the industry grew. How they merchandised the new idea is told here.

have to offer. They searched Germany, England and the United States for a research director—finally choosing Dr. J. S. Long, for 15 years research director and professor of chemistry at Lehigh University.

SALES MANAGEMENT

Use Emotion For Filling Space But Not For Buying It!

WE are not presuming to tell the advertising agencies of America how to conduct their business... that headline grew out of watching the best of them conduct it.

There are agencies where the difference between the emotional activities of creation and the scientific study of media is as marked as a change in temperature.

You might almost sum up a fine advertising agency as one that goes to the Arctic to buy what it goes to the Equator to fill.

Yet, in this polar atmosphere of wholesome skepticism and frigid appraisals, the Metropolitan Group... a newcomer compared with some of the old-timers... has just completed

...AND STARTED!... the greatest year in its history as the greatest medium in all history!

And no emotion was used or necessary to present it... the Metropolitan Group doesn't have to "turn on the heat"... it is content to turn on its circulation and let Nature take its course... because a media man may be unemotional, but putting alternative circulations of 6,500,000 to 8,000,000* before him comes close to getting him down!

Particularly when he finds on analysis that these mammoth Metropolitan majorities are all embraced in that Twenty-State Northeastern area of the United States, where 60% of everybody lives and 67% of all retail merchandise is sold.

Markets mean little without Population Density.
Density means little without Location Unity.
Unity means little without Coverage Intensity.
The Metropolitan Group excels the world
IN ALL THREE.

** with additional or alternate papers*

Metropolitan

Baltimore **SUN** • Boston **GLOBE** • Buffalo **TIMES** • Philadelphia **INQUIRER**
 Chicago **TRIBUNE** • Detroit **NEWS** • New York **NEWS** • Pittsburgh **PRESS**
 Cleveland **PLAIN DEALER** • St. Louis **GLOBE-DEMOCRAT** • Washington **STAR**

Gravure
Comics
Color
Metropolitan Sunday Newspapers, Inc. New York • Chicago

weekly

Additional or alternate papers

Boston **HERALD** • Buffalo **COURIER-EXPRESS**
 Detroit **FREE PRESS** • New York **HERALD TRIBUNE**
 St. Louis **POST-DISPATCH** • Washington **POST**

THE LARGEST CIRCULATION IN THE WORLD—FROM 6 1/2 TO MORE THAN 8 MILLION FAMILIES*

Dr. Long was research consultant to National Lead, New Jersey Zinc, Armstrong Cork, Archer-Daniels-Midland and other companies. He had prepared hundreds of young men for the chemical and research departments of various industries. One of the more important of these was paint.

Devoe persuaded Dr. Long to come with them as full-time research director. They gave him a laboratory in Louisville, which cost \$250,000 before installation of equipment. They gave him equipment and a research staff of 68 men, and told him to "find us a better house-paint."



Underwood & Underwood

Elliot Phillips, president of Devoe & Reynolds.

House-paint was tackled first because it represents about 50% of the average dealer's sales.

Instead of "three-coats-and-thinning," Dr. Long started work on the premise that the first coat has different responsibilities from the second or third and that it must therefore have different properties. The first coat must seal the wood, bridge over hair cracks, adhere to the surface, etc. The second or third had to fight the sun. Not rain nor snow nor wind, but sun—particularly the short ultra violet rays of the sun, and not the long light rays—were the factor which the upper coat must fight against.

Dr. Long and associates proceeded to develop two separate and different paints—one to protect the surface, the other to fight the sun.

For the under coat, it was found, the need was "controlled penetration." Raw linseed oil has "always" been the basis of paint. It was about as effective, however, Dr. Long believed, as crude petroleum in your car. The un-

der coat had to "resist the tendency of thirsty wood, or old paint, to steal its life-giving oils," thus causing the paint to become brittle and crack. The upper coat involved producing a pigment that would take the short ultra violet rays and convert them into long rays.

The pigments through which ultra violet rays work are opaque. A molecule is a sort of minute universe, with a nucleus surrounded by atoms. The fewer the number of atoms the more the rays can work on them. Devoe multiplied the number of atoms in each molecule by selecting a new pigment, lead titanate, with four and a half times the *hiding power* of lead.

Wood is composed of a series of cells. With "conventional paint," Devoe says, the raw linseed oil is drawn down 15 or 20 cells. So Devoe adopted specially treated oils that would stay on top—never penetrating more than three cells down—protecting and maintaining a smooth, firm surface with maximum adherence.

Thus the top coat could not lose its oil because the under coat prevented, and the sun would have difficulty breaking down that oil because of protecting pigments.

The two-coat system was a grand idea. But—how would it work?

Tested on Actual Jobs

Devoe started in to find out. Instead of relying only on panel tests in proving grounds, the company had it applied, during 1934 and 1935, in about 3,600 test jobs on actual homes by hundreds of different painters in every section of the country.

The country was divided into regions. Chemists traveled each region taking microphotographs to show the extent to which the two-coat system was "standing up." Even the "gloss" was gauged.

The life of paint is measured in ultra violet hours. This varies considerably between sections. In Chicago, for example, the life is usually about three times as long as in Florida.

Whatever the area, however, Devoe found that the two-coat system, on the average, lasted twice as long as exterior paints had before.

In January, 1936, the system was put on the market. For both dealers and consumers it had to be largely a "technical" job. The principles, for example, had to be made clear, without too much "technology," to the thousands of dealers and retail salesmen handling Devoe products.

One of the means of doing this was testing kits—miniature paint factories in which Devoe salesmen made paint before their eyes. Another was a manual prepared by Ivor Kenway, ad-

vertising manager, called "Doubling the Life of Exterior House Paint."

Here the story was told almost entirely through photographs. It began by pointing out—and by showing—that "in almost every industry science and research have brought amazing progress—to the benefit of the consumer." An early "buggy" Ford (\$850) was contrasted with a powerful, streamlined current Ford (\$520). Improvements of Frigidaires over a decade were indicated, while the price was being cut two-thirds.

These led directly into the current progress in exterior house painting. Pictures dramatized such advantages as greater economy, truer colors; "paint film stays clean, fresh and bright"; "saves one whole coat on new wood," and such "long prevalent evils" as cracking, checking, peeling and fading "are overcome." Photomicrographs and before-and-after regular shots helped to tell the story.

Magazine Ads Had Stellar Role

For a year or two previously Devoe had used radio as its principal consumer medium. This time, however, they felt that the story should be told visually. The advertising, in magazines, through J. Stirling Getchell, Inc., employed such news headlines as "Science Produces Amazing New Paint" and "Chemical Research Cuts House-Paint Bills in Half." Reasons were told why a home can be painted "five shades whiter," why the two coats combine to fight ultra violet rays, etc.

The system was emphasized in a "blotter test." One blotter is painted with widely-advertised "conventional paint," another with the Devoe system. Photographs show that the "conventional paint soaks through," while no paint penetrates the other. "Devoe stays on the surface."

Dealers make this test before their customers. A booklet showing the test, describing the system, and giving information on a budget plan for home painting, was offered in a coupon in the copy.

The essence of that campaign was "science," however, largely built around the personality of Dr. Long and the work of the Devoe chemists.

The evidence, on more than 100,000 homes painted with the two-coat system last year, shows that the campaign "clicked."

This year, advertising expenditure is being increased 30%, and advertisements are being "humanized" to show what homeowners, dealers and painters think of the system. It will be a "case history" series. Black and white pages and half-pages in *Saturday Evening*

(Continued on page 657)

SALES MANAGEMENT



ONLY 480 MINUTES IN
THE BUSINESS DAY...

*it pays to
Telephone
Ahead*

To make those precious minutes as productive as possible—to cut down on wasted trips and waiting time—*telephone ahead.*

To be sure you're getting the latest information—to be sure you're expected—*telephone ahead.*

Long Distance is quick, convenient, *inexpensive*—and too useful to be kept in reserve merely for emergencies.

8 RATE REDUCTIONS IN RECENT YEARS HAVE
SUBSTANTIALLY CUT THE COST OF
LONG DISTANCE SERVICE

TYPICAL 3-MINUTE STATION-TO-STATION RATES	DAY	NIGHT and SUNDAY
Indianapolis to Cleveland	\$1.00	\$.60
Atlanta to Washington, D. C.	1.70	1.05
Chicago to New York	2.20	1.35
Los Angeles to Detroit	5.25	3.50



"TELEPHONE APPOINTMENTS
PREVENT DISAPPOINTMENTS"



Do Discredited Advertising Claims Have a Limiting Effect Upon Sales?

For their 44th of a series of Sales Management market studies Market Research Corporation of America tests consumers on nine current advertising claims and then finds the relation which their beliefs have upon purchases.

ADVERTISING policies are being affected today by considerations of the public attitude toward the truthfulness of advertising claims. There are two schools of thought as to whether claims which are generally considered exaggerated have a limiting effect upon the sales of the products. Do skeptical observers turn their skepticism into direct action when they make their purchases and refuse to buy products whose claims they believe to be exaggerated or unsubstantiated? Or do they merely blow off steam in idle talk and buy the product which is advertised in the most interesting way or for which the claims are repeated most often?

It's All Relative

It is obvious that when a group of competitors are making more or less the same claim, such as mileage for gasoline, the net effect upon changes in gasoline patronage must be slight. What constitutes advertising exaggeration is obviously a matter of opinion. The manufacturer may consider that he has adequate grounds for presenting a certain claim, but the public is always the jury. If the public thinks it is a silly or exaggerated claim, then *ipso facto* it is a silly or exaggerated claim. Therefore, the policy of the advertiser must be guided by what consumers do, and will believe.

In addition to this consideration of what policy is selfishly good for the manufacturer, the problem becomes more acute because of the activity of Congressional and government groups who think that greater control should be exercised over advertising campaigns.

One hundred individuals in New York City and its suburbs were interviewed by investigators working under the direction of Percival White and Pauline Arnold to learn their knowledge of an attitude towards the fol-

lowing claims being made in current advertisements:

1. The toothpaste advertisement—"Kolynos restores natural whiteness to dull, off-color teeth."
2. The cigarette slogan—"For digestion's sake, smoke Camels."
3. The Parker fountain pen ad—"To be a star in school or business, back your brains with the all-star pen."
4. The soap advertisement—"Camay is a true friend to my complexion . . . There's loveliness ahead for you in every cake of it."
5. The Super Shell gasoline ad—"Stop and go driving is costly."
6. The soap flake slogan—"Lux saves stocking elasticity."
7. Pond's cold cream ad—"Reduce pores, soften lines."
8. The soap ad—" . . . today your skin can be lovelier because Woodbury's famous formula now contains 'Filtered Sunshine' Vitamin D."
9. The hand lotion ad—"Jergens brought back warmth and romance."

Table I shows the percentage of cases who believed each of these claims:

It is evident that there is a large

Table I

Do You Believe the Claims for the Product?

	Yes	No	Don't Know	Total
Super Shell..	71	11	18	100
Lux	62	30	8	100
Ponds	50	34	16	100
Camay	38	53	9	100
Kolynos	28	56	16	100
Woodbury ..	27	56	17	100
Jergens	21	74	5	100
Parker Pen..	18	71	11	100
Camels	17	70	13	100

difference in respect to belief for various advertisements. Moderate claims such as those which are made by Super Shell, Lux and Ponds receive credence, whereas exaggerated claims such as those presented by Jergens, Parker Pen and Camels are disbelieved.

Table II presents the recognition for each of these advertisements. Respondents were asked whether they had previously seen or heard these claims. It indicates that Lux, Ponds and Super Shell, which are the most credible, are also more frequently recognized. Camels is an exception for understandable reasons. It must, of course, have a high degree of recognition even if its claims are not credited, because of the frequency of its appearance. (Table II is on p. 624.)

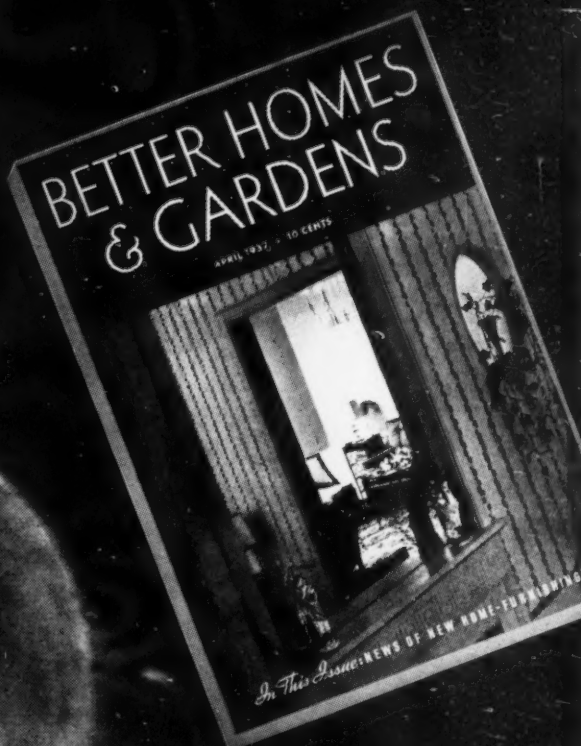
Table III shows a more analytic distribution of the attitude toward the truthfulness of the claims which are made. It shows the percentage of individuals who believe the advertise-

Table III

Do You Think This Advertisement Presents True and Helpful Information to the General Public or Is It Just an Unsubstantiated Claim?

	True and Helpful	Credible	Exaggerated	Unsubstantiated Claim
Super Shell.....	61%	26%	..	8%
Lux	59	11	17%	17
Ponds	43	21	18	16
Camay	34	17	21	30
Kolynos	25	17	22	34
Woodbury	24	15	28	32
Jergens	20	9	30	42
Camels	17	13	25	46
Parker Pen.....	15	10	36	34

A KNOCKOUT!



- ★ News Flash! The April issue of Better Homes & Gardens knocks out its own record-breaking record! Here are some star features:
- ★ It is the largest issue in its 15-year history. It is the largest in circulation: 1,550,000.
- ★ It has more editorial pages, more four-color feature pages, than any previous issue.
- ★ It has more black and white advertising pages, more four-color advertising pages, more advertising revenue, than ever before.
- ★ It is the 40th consecutive issue showing gains in advertising over the same month of previous years.
- ★ It is only the forerunner of bigger and better issues to come. The reason? Larger volume, larger circulation. Plus NEW, faster presses. Plus a LARGER PAGE SIZE.
- ★ To our readers, our advertiser-friends and agency executives who have helped to make Better Homes & Gardens the knock-out it is today, we say, simply and sincerely, "Thank you!"

BETTER HOMES & GARDENS

REACHING 1,500,000 FAMILIES
AMERICA'S MASS-CLASS HOME MARKET

CHEVROLET'S CHIEF OBJECTIVE IN THE BUSINESS PAPERS IS TO SELL TRUCKS

—and this dialog between the copy writer, and the copy chief of Campbell-Ewald, tells how they do it.

Copy Chief: Sales Management Magazine wants a story from Campbell-Ewald about some particular objective that we have achieved for one of our clients through business paper advertising. I thought of Chevrolet immediately because Chevrolet is one of the largest—if not, indeed, the largest—user of business paper space in America. And you know Mr. Ewald's stand on business paper advertising.

Copy Writer: Yes, I do. In fact, our whole organization is sold on it. But when you come to me and specify "any particular objective" then I have to tell you that Chevrolet's chief objective is to sell as many trucks as possible to practically every type of business and industrial concern in the country. And one way to do that effectively and economically is to use the business papers each type reads. That's why we consider business paper advertising every whit as important as any other form of advertising. For example, in every group of business papers we use copy and layout appealing specifically to that group. With us, business paper advertising isn't a "side

show." It's right under the main tent. We've had plenty of evidence of the influence that business papers have on their readers. Chevrolet truck sales prove that.

Copy Chief: Yes, and so do sales of cash registers, adding machines, footwear, motors, automotive accessories and other products we advertise in the business papers.

Copy Writer: And another thing, don't forget that this business paper advertising policy must be right, because it's one of the factors that helps make Chevrolet the largest selling truck in the world.

Copy Chief: I'd like to have a few Chevrolet business paper advertisements to show the readers of Sales Management the Chevrolet copy we are running. Then they can see for themselves how we aim our copy directly at the groups we want to interest. Incidentally, it's pretty swell copy, fellow!

Copy Writer: Well, I wouldn't know about that. I only prepare it. Help yourself.



HENRY T. EWALD
President of Campbell-Ewald: "I have watched the growing influence of business papers, and the results they bring our clients."



J. J. HARTIGAN
Vice-President and Director of Media: "The circulation methods and sound editorial programs of leading business papers make them good advertising mediums."



R. H. CROOKER
Executive Vice-President and Chevrolet account executive: "Business paper advertising is bringing excellent returns to Chevrolet."

No. 8

A series of discussions of **TYPICAL JOBS GOOD BUSINESS PAPER ADVERTISING** has done . . . prepared by advertising agencies with outstanding experience in the use of business papers . . . sponsored by these leading business papers:

AMERICAN BUILDER and **BUILDING AGE**, Chicago
BAKERS WEEKLY, New York
BLAST FURNACE and **STEEL PLANT**, Pittsburgh
BOOT and **SHOE RECORDER**, New York
BUILDING SUPPLY NEWS, Chicago
CHEMICAL and **METALLURGICAL ENGINEERING**, New York

ENGINEERING and
FOOD INDUSTRY
FOUNDRY, Cleveland
THE IRON AGE
THE JEWELERS'
LAUNDRY AGE

THESE ADS SELL CHEVROLET TRUCKS



CHEVROLET TRUCKS

Low Price and Low Upkeep Bring Big Savings



"I am Saving Hundreds of Dollars Every Year," says Chevrolet Truck Fleet Owner

CHEVROLET

SOUTHERN BREWING COMPANY, Houston, Texas, is another truck fleet owner that has learned by



NEW PERFECTED HYDRAULIC BRAKES
always equalized for quick, smooth, "straight line" stops

NEW HIGH-COMPRESSION VALVE-IN-HEAD ENGINE
with increased horsepower, increased torque, greater economy in gas and oil

SO SUIT YOUR PURSE



CHEVROLET

The Powerful, Economical and Dependable BUS CHASSIS

Low-Priced... High-Powered
CHEVROLET TRUCKS

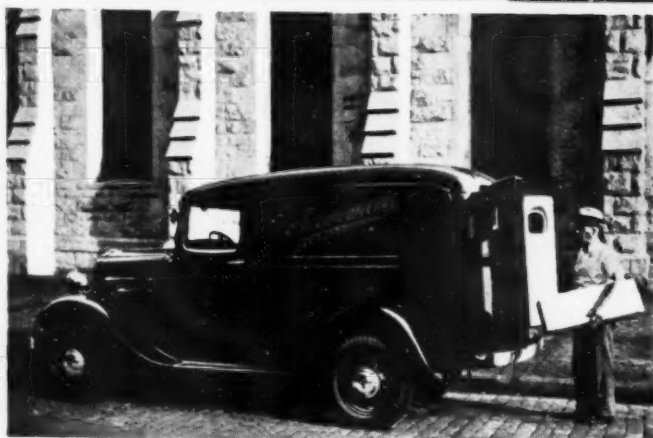
The Most E

NEW PERFECTED HYDRAULIC BRAKES
always equalized for quick, smooth, "straight line" stops

NEW FULL-TRIMMED DE LUKE CAB

with clear vision, instrument panel, radio, control

GENERAL MOTO



CHEVROLET TRUCKS

Low Price and Low Upkeep Bring Big Savings to Florists

UP GOES POWER
DOWN COME COSTS

Chevrolet trucks are the world's biggest-selling trucks because business men have learned that Chevrolet equipment is unmatched for dollar-saving economy. Savings begin with the low price you pay for Chevrolet trucks. They com-

NEW PERFECTED HYDRAULIC BRAKES
always equalized for quick, smooth, "straight line" stops

NEW PERFECTED HYDRAULIC BRAKES
always equalized for quick, smooth, "straight line" stops

NEW HIGH-COMPRESSION VALVE-IN-HEAD ENGINE
with increased horsepower, increased torque, greater economy in gas and oil

NEW PERFECTED HYDRAULIC BRAKES
always equalized for quick, smooth, "straight line" stops

Prove Power, Economy and Dependability in Crude-Oil Haulage Service

When a truck hauls 10-ton payloads 24 hours a day in oil field service, it demonstrates great and dependable power! When it gives gasoline mileage of 10 1/2 miles per gallon with 10-ton payloads, it demonstrates real economy! When it is still going strong after 122,569 miles of service, with no major expense beyond replacement of pistons (112,000 miles) and three sets of piston rings, it demonstrates rugged durability!

This record of service is typical of the experience of Morrison & Wesch, Billings, Montana, with Chevrolet trucks. Hauling crude oil from Wyoming oil fields to Billings refineries, this company's Chevrolet trucks have given outstanding all-round performance, and caused their owners to say:

"We strongly recommend Chevrolet trucks."

ENGINEERING and MINING JOURNAL, New York

OD INDUSTRIES, New York

UNDY, Cleveland

E IRON AGE, New York

E JEWELERS' CIRCULAR—KEYSTONE, New York

UNDY AGE, New York

MACHINE DESIGN, Cleveland

MACHINERY, New York

MARINE ENGINEERING and SHIPPING REVIEW, New York

NATIONAL PETROLEUM NEWS, Cleveland

THE NATIONAL PROVISIONER, Chicago

THE PAPER INDUSTRY, Chicago

POWER, New York

RESTAURANT MANAGEMENT, New York

SALES MANAGEMENT, New York

STEEL, Cleveland



"Even if they are the logical reply to streamlining, how can we make three-dimensional animal crackers hollow inside?"

ment to be true and helpful and again whether they think it is credible, exaggerated, or an unsubstantiated claim. These percentages do not add to 100 for any one advertisement because some individuals may have considered the advertisement both true and helpful and credible, or both exaggerated and unsubstantiated.

Super Shell, Lux and Ponds again are distinguished favorably from the rest. The Super Shell advertisement receives especially favorable acclaim. The Camels advertisement and the Parker Pen advertisement develop an especially large quota of doubt in the public mind.

Table II

Did You Recognize the Advertisement as I Read It to You?

	Yes	No or Don't Know	Total
Lux	96	4	100
Camels	94	6	100
Ponds	81	19	100
Super Shell..	80	20	100
Kolynos	77	23	100
Camay	76	24	100
Jergens	65	35	100
Woodbury ..	45	55	100
Parker Pen ..	30	70	100

Table IV indicates the relation which this credence has upon the use of the product. In this table the percentage of the total group who use the product is given for those who

believe the advertisement to be true and helpful or credible, and separately for those who believe the claim to be exaggerated or unsubstantiated. It is clear that, on the whole, usage of a product is associated with the conviction that the advertising is helpful and credible. There are, however, large exceptions.

The proportion of Super Shell users is not larger among the group which believe the advertising claims to be true. This is especially noteworthy since the Super Shell advertisement here considered is one which is readily believed. It is possible that Shell distribution is spotty in the areas where respondents live. The Parker Pen advertisement is another exception. Of those who do believe the advertisement 64% use a Parker Pen, but 70% of those who think the claim is exaggerated or unsubstantiated, nevertheless also use a Parker Pen. The difference in use of the product between those who believe and those who do not believe the claims made in the advertisement under consideration is very marked in all other cases.

Respondents who stated that a certain advertisement was exaggerated or unsubstantiated were asked to give their reasons. The book "Skin Deep" seems to have had a wide reading among this group, for adverse ratings mentioned in the book were thrown at three of the advertisers.

Two major reasons for disbelief in Kolynos' claims, as offered by respondents, are that no paste can restore

whiteness, and that dentists advise powder.

Among the comments made about Camels were that the slogan is silly, the advertisement is false, the cigarettes too strong, all cigarettes are harmful, the slogan contradicts medical health knowledge, and that Camels cause indigestion rather than further the digestive processes. Respondents found more reasons for disbelieving the Camel slogan than was true of any other advertisement.

The largest number of those who disbelieved the Parker claim said that any pen would give the same results. This group was closely followed by another which pointed out that no pen will help make a man successful.

Those skeptical about Camay were not in agreement about their reasons. The book "Skin Deep" was mentioned by a few, the belief that the soap was not good for the face was stressed by several, and a lesser number said that they had tried it and found it was not good for their particular skins. Two women maintained that only health could give beauty.

Lux is too strong; it only cleans and doesn't prevent runs; it is no better than any other soap for stockings—were some of the comments.

Among this particular group, at least, Woodbury's hasn't gotten very far in making people believe that it contains Vitamin D. That doubt was mentioned more frequently than all others combined. "Skin Deep" allegations were also held against the product.

The Jergens doubters concentrated on the belief that the slogan, "Jergens brought back warmth and romance," is just plain silly. "The product has no relation to romance," says one annoyed housewife, while another put it this way: "Jergens' slogan appeals to immature minds."

Table IV

Relation of the Use of a Product to the Belief That the Advertising Claims are Unsubstantiated

	Percent Who Use the Product	
	Group Who Believe the Ad Is True and Helpful or Credible	Group Who Believe the Ad Is Exaggerated or Unsubstantiated
Parker Pen	64%	70%
Super Shell	29	38
Lux	90	53
Jergens ..	83	21
Camay ...	65	27
Ponds ...	63	27
Kolynos ..	55	13
Woodbury	54	18
Camels ..	43	21



**THIS IS THE STORY OF A BUSINESS MAN
WHO MADE A LIFE-LONG DREAM COME TRUE**



1. It was back in the days when the motor car was young that the dream took shape in my mind. I promised myself that when I grew up and had made my mark in the world, I, too, would ride around in a Packard.



2. As the years went on, I never forgot that early resolve. I did well enough in life, but my obligations seemed to mount with my income. So I tried to put Packard out of my mind and be content with lesser cars.



5. "The small car I used to drive more than covered the down payment on this Packard. I've never driven a car that cost less to run. And my monthly payments are only a little more than \$30 a month."



6. Well, that drive home with Tom certainly opened my eyes. Shortly after I went to a Packard showroom, drove a Packard, and got the thrill of my life! And they showed me actual figures which proved that the Packard Six, for example, costs little more to own and operate than the cheapest car you can buy.



3. Oddly enough, one of my employees helped me to realize my dream. He offered to run me home, and I could hardly believe my eyes when he drove up in a Packard.



4. "Tom," I said, "you must be a better manager than I am. I've never felt I could afford a Packard."

"I don't see how you can say that, Mr. Ryan," he replied. "Why, this Packard Six is a cinch to own."



7. So today, I own my Packard. I'm as proud as a schoolboy with his first long trousers. And I've proved the truth of the old statement, "You are paying for a Packard—why not own one?"

And remember.... every Packard has two lives

ONE OF THE MOST vital points to remember about the new Packard is that it has not *one* life, but *two*.

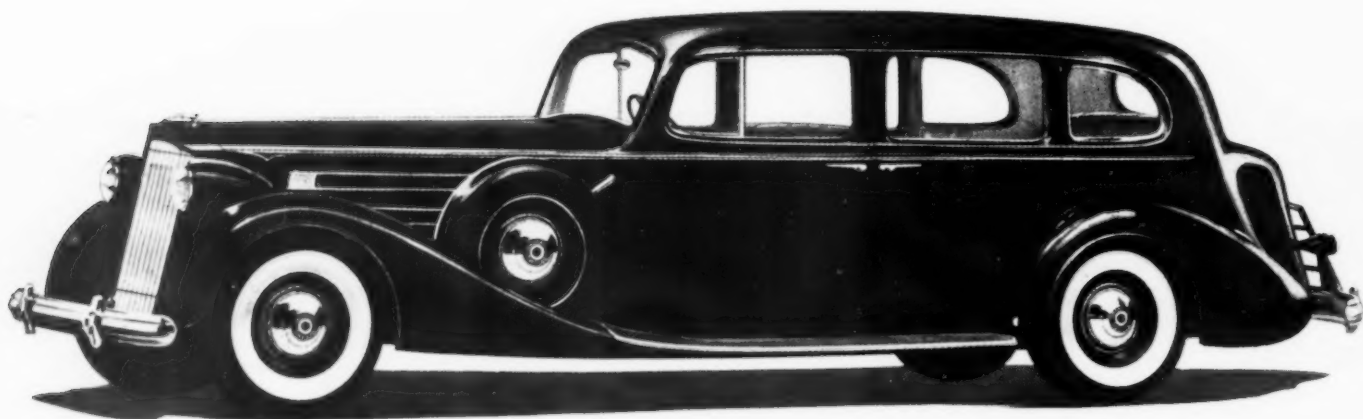
First, long mechanical life. You can keep your Packard for years and it will still deliver new car performance. It will still have ready acceleration, velvet-smooth braking, and delightful ease of control. The car is *built* to stay new — built to stay out of the shop.

Second, long appearance life. Because Packard adheres to its famous radiator design, Packard motor cars have enduring identity. A Packard *stays* looking like a Packard. Its long mechanical life is never cancelled out by lines that quickly lose their beauty and smartness.

Why not take the first step to Packard ownership—without stirring from your home? On the next page you will find a coupon; simply fill it in and mail it to Detroit. Then, when you receive the facts, make up your own mind whether any other car in America has so much to offer you.

PACKARD OFFERS A *COMPLETE LINE* OF FOUR FINE CARS

THE PACKARD TWELVE . . . THE SUPER EIGHT . . . THE ONE TWENTY . . . THE SIX



Shown above is the Packard Twelve Touring Sedan for seven passengers



Shown above is the Packard Six Touring Sedan for five passengers.

Don't guess about the cost of Packard ownership! Find out!

"You are paying for a Packard—why not own one?" Get the actual facts, applying to *your* case, which prove it. Find out how easily you can own one. Absolutely no obligation. Fill in and mail this coupon today!

CUT ON DOTTED LINE

PACKARD MOTOR CAR CO., DETROIT, MICH., Dept. SM

My present car is a _____
(make) (year) (model)

Of your four cars, my choice would be a Packard Twelve () Packard Super Eight () Packard 120 () Packard Six () (check one).

How much would you allow me on my present car toward the purchase of the Packard checked above?

Assuming that I prefer to buy my Packard out of income what, then, would be the required cash down payment, if any?

How much would my monthly payments be?

Name _____

Address _____



Bill Coleman crashes through with a perfectly elegant slogan for Schick Dry Shaver, and he isn't April-fooling: "Morning Becomes Electric."

The *ne plus ultra* of something or other is reported by an associate, who was approached by a man on the street for the usual cup of java. "What about Relief?" asked our gentleman. "I don't approve of it," said the pan-handler, never batting an eye.

Speaking of knee plus ultra, there is a persistent rumor that short skirts are coming back. Do we have to go through *that* again?

The Spring robin's nose is out of jernt. The modern harbinger is the first trailer returning north.

Everybody's doing it, so here is this department's list of Words we Don't Like: Mulct, undies, kumquat, schnozzle, brunch, eleemosynary, decade (Why not say "ten years?"), boss, look-see, kin, newscaster, whoopee, choosy, modicum, all coined words ending in "-ize."

While in this philological mood, I wonder how the copy fraternity ever got along before the discovery of "glamorous."

Orange pekoe probably belongs to the family of strip teas.

They say Aldous Huxley once took along an encyclopaedia to read on a sea voyage. On the premise, no doubt, that Britannica rules the waves.

Mules are said to be sterile, but they must have sired the sit-down strike.

Marchbanks Press, New York, refers to a calendar as a "cheerful little yearful." The crack-of-the-month, obviously.

Any time Thomas H. Beck wishes to quit the presidency of Crowell Publishing and turn to professional travelogging, he is in a way to make the Big Time. Recently I heard him lecture on his trip from Honolulu to Hongkong and thence all the way

back to Alameda, Calif., by China Clipper. Sprinkled with nifties, the talk was a lulu . . . a Honolulu!

When and if commercial television arrives, the movies may have to look to their Laurels & Hardys. And we advertising fellows will have to learn a brand-new technique.

Last month Gooderham & Worts offered a Gruen Watch (note the initials) for the ten best combinations of words beginning with "G" and "W." You couldn't get by with "Gonewiththe Wind," however. Incidentally, an appropriate radio headliner would be Ganna Walska.

While peddling our shoes and ship-lines and floor-wax, let's remember to say a few kind words for the sponsor. Long after a sale is made, the customer should be able to recall the house behind the product, its ideals, its spirit of friendliness. Institutional advertising is every whit as important as direct-sale advertising over the long haul.

"Tax" is two-thirds "ax."

Kudos to Day Edgar for his Bermuda headline: "So near and yet so foreign."

And that wasn't a bad automotive headline: "Seven thousand reasons for Studebaker quality."

Another source of mass-market thinking is the Letters to the Editor. These should be required reading for all sales-minded people.

Most Republicans will "Vacation in Maine," I suppose.

Commenting on our recent reference to crack-brained drivers, a correspondent deliberately misquotes Shakespeare: "The fault, dear Brutus, is not in our cars, but in ourselves." Very neat.

Why doesn't NBC shorten it to "Bluework" and "Redwork?"

King George probably refers to Edward as his "long last" brother.

"Pix Pooch's Plastic" is *Variety's* characteristic caption on an item about a dog that had his jowls lifted to improve his screen-personality.

Slogan by Ruth Williams for those against court change: "Hold That Nine!"

Okay, Tessie, if you insist: A dentist is a Molar Explorer. Come to think of it, Philadelphia has a dentist named Mohler. His operating-chair is probably equipped with a bicuspidor.

A copy-writer recently in from Detroit tells me the strike situation there has everybody in a dither, as I can well imagine. It's time to observe that the only "lucky" strike is a cigarette, after all.

Steel surrendered to the CIO without even a show of metal, you might say.

I see what you mean, Jake. Strip-dancers should advertise in *Meat Merchandising*.

"Temporary Closed," says a sign slung across the subway stairs. I get it. It ain't open.

The Pennsylvania-Reading (rail) Seashore Lines tosses off a cute headline in the *Liberty* manner: "Riding Time—about an hour."

And the *Ladies Home Journal's* Ann Batchelder selects a pat title for her department in the back of the book: "Journal's End."

Jack Fisher is a personable young layout-man in Ayer's art department. Recently, he modeled a pipe in a Half & Half magazine page. A talent-scout from Paramount Pictures has asked Jack to come to New York for an interview. Huh! My pan once appeared in a Prince Albert page and I didn't get a single bid, not even from Mack Sennett.

From London, by way of *News Review*, comes this bit of sane cigarette copy: "How we wish we could be in the fashion and recommend Greys cigarettes as a remedy for some complaint or other! But, unfortunately, we can't think of a single thing they'll cure. They're merely very good cigarettes."

That headline on the little luggage ad, reported by D'Arcy Grant, has the touch of genius: "Will the old bag do for the weekend?"

T. HARRY THOMPSON.

“Radiovoter” Offers New Plan to Measure Public Opinion

Newly patented device and system behind it may help air advertisers check program results.

“RADIOVOTER”—a new device to enable radio listeners to “vote” yes or no on any question, local or national, or to register whether they are listening to a given program, and what they think of it—will soon be ready for a mass try-out. “Radiovoter” and the system behind it will be offered as the first electrical method by which advertisers and broadcasting stations can accurately check the size of a listening public and its approval or disapproval of what is on the air.

National Electric Ballots, Inc., of

New York, with inventor Dr. Nevil Monroe Hopkins as president and sales-minded Arthur M. Acheson, vice-president-treasurer, is now negotiating with broadcasting companies and public utilities for the use of the new system under license, and with radio receiver manufacturers for the adoption of “Radiovoter” as standard equipment for sets of the future. None has adopted it as yet, and manufacturing of the device itself has not begun. Keen interest, however, is widespread.

NEB has already made limited tests. A big-scale demonstration of the sys-

tem is scheduled for early Fall in a New Jersey territory with the cooperation of Station WOR. About 5,000 “Radiovoters” are to be installed at company expense in that number of receiving sets in a single community. Announcers will specify minutes in which listeners are asked to register opinion by pressing a button on the tiny device—smaller than a cigar box. The sudden rise in “wattless current” thus registered on the totalizing meter at the local electric light plant can be measured in approximate number of sets “voting.” This quick calculation can be telephoned to the radio station for immediate announcement of results.

With such a system in complete operation, radio stations can be equipped with telemeters connected with the utility power plants so that “voting” results appear in the broadcasting studios almost instantaneously. If overlapping and competing radio stations were taking “votes” in the same hour in a territory served by the same utility plant they would be allotted separate voting minutes by National Electric Ballots, Inc. Thus it is contemplated that the proposed new system could operate without confusion on anything from a simple local “vote,” or a check by one radio station over a considerable territory, clear up to a national “vote” by every radio station in the land.

The value of all this to a broadcasting company or advertiser would be that they could get a definite idea of the number of listeners—and non-listeners—to any program; increase or decrease in attention during a program; comparison of program popularity, and so on. Public utilities might think the system of value if “voting” got popular late enough at night to increase their lighting and radio-set-power-consumption loads. “Radiovoter” itself consumes practically no power; registers “wattless current” only.

The big basic question is: Will set-owners find it of value to them? If “voting” gets general and covers questions of sufficient interest, then NEB would expect manufacturers of receivers to find it good business to equip every new set with the little device, even though it costs up to \$5 each. They hope it may put non-equipped sets back into the horse-and-buggy class.

Although “Radiovoter” can readily be installed on any existing AC set, NEB’S plan is to sell only to licensed manufacturers at first for original equipment. Replacement business through radio dealers and service shops can come later.

More Faces in the Fortnight’s Market News

Switcher: (Right) Victor Brook, for over 21 years with *Machinery* as associate editor, field service manager, and district advertising manager, resigns to join High Speed Hammer Co., Inc., Rochester, N. Y., as executive vice-president. His job will be with product development, sales, and advertising.

Double Duties: (Left, below) W. A. Purtell has been elected president of the Billings & Spencer Co., Hartford, succeeding Frederick C. Billings, who moves to the chairmanship of the board. Mr. Purtell is also president of the Holo-Krome Screw Corp., which he will continue to head.

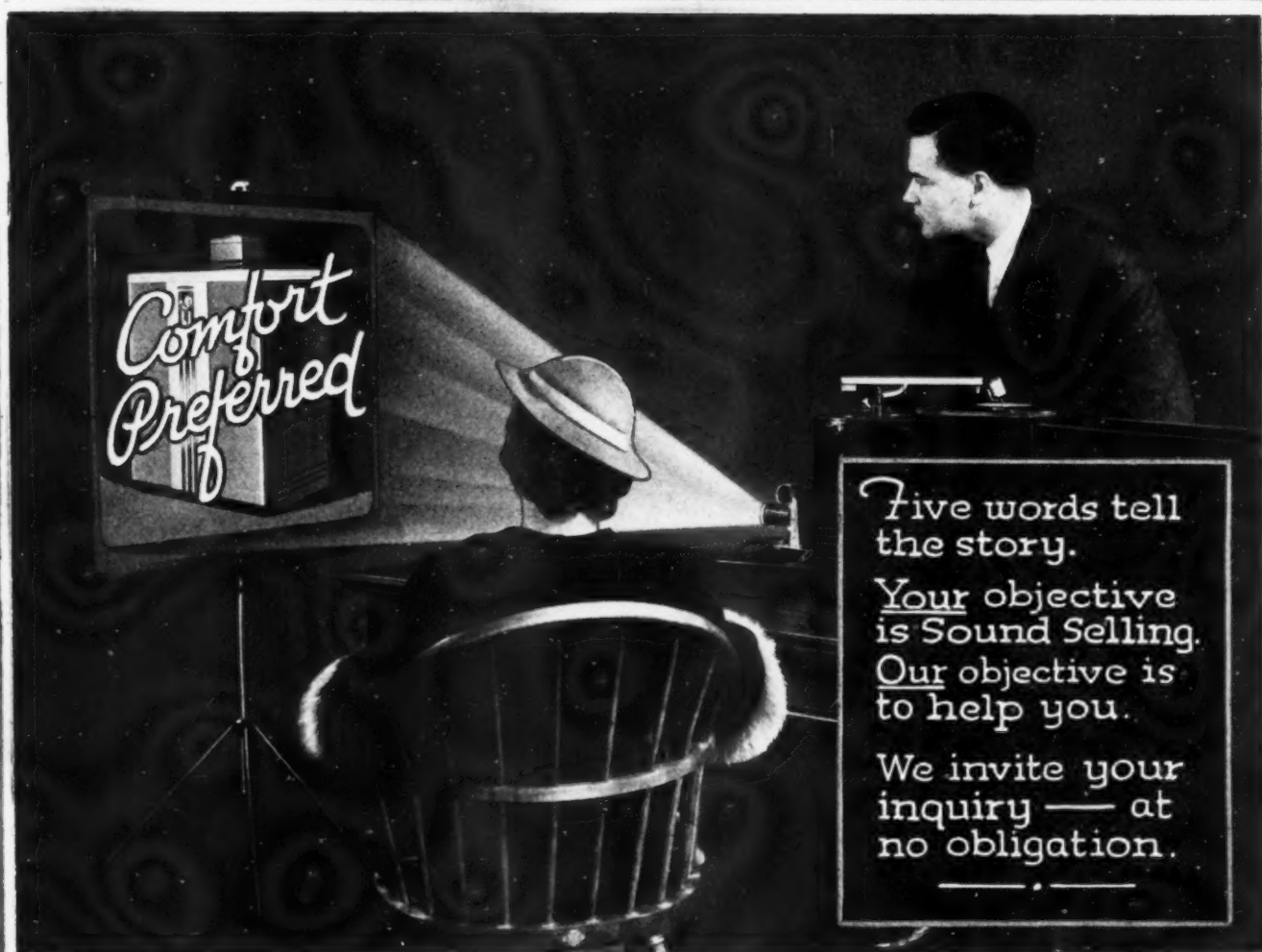
Print Salesman: (Right, below) Karl Byus has been appointed general sales manager of the Caxton Co., Cleveland printers and engravers. He joined the firm in 1916 as an accountant, later becoming superintendent of printing. Recently he has been active in the sales end, and will develop the ad and sales photography division.



**SOUND
PICTURES**

FOR

*Sound
Selling*



Five words tell
the story.
Your objective
is Sound Selling.
Our objective is
to help you.
We invite your
inquiry — at
no obligation.
— . —

SLIDE FILMS • SALES TRAINING COURSES • MOTION PICTURES

"SOUND PICTURES" *for Sound Selling*



SOUND PICTURES CORP.

3091

MAYFIELD RD.

CLEVELAND

APRIL 1, 1937

[631]

Baby Needs Shoes—and a Couple Hundred Other Things

Every fourteen seconds last year a new baby was born in the United States—2,300,000 of them in all. Because these infants require specialized food, specialized clothes, specialized furniture, and a myriad other specialized products, they form an enormous market—a market which manufacturers in a variety of industries can turn into gold.



BY
ETNA
M.
KELLEY

COMPARING him pound for pound with an adult, a baby ranks pretty high as a consumer. Conceding that there are only a few square feet of him to be clothed and covered and that taking care of the needs of his pint-size capacity makes only a dent in the world's food supply, nevertheless the modern baby represents a sizable market for a widely diversified range of commodities.

Each year 2,000,000 and more babies are born in the United States. Some of them, it is true, come into already over-crowded and impover-

ished homes and find scant provision for their well-being. But for babies whose parents can afford the expense, even though it means cutting down the budget for the rest of the family, there is bought, after careful consideration and consultation with obstetricians, pediatricians and family doctors, or on other authoritative counsel, quantities of clothing, bedding, medical supplies, toys, nursery furniture, bathinets, baby scales, sterilizers and similar products, amounting, in the aggregate, to many millions of dollars.

The modern baby's purchasing agent, almost invariably his mother, has

definite ideas about buying for her child. If she is at all conscientious, she has been under a doctor's care for months before the child's birth; or, if she cannot afford the doctor's fees, she has been attending a pre-natal clinic. Usually she has absorbed a great deal of information, much of it contradictory, about the products best for her child. She is influenced little by emotional selling appeals, but she lends an eager ear to selling messages including the magic phrase, "Endorsed by physicians." For her, the baby's health and general well-being are of major importance.

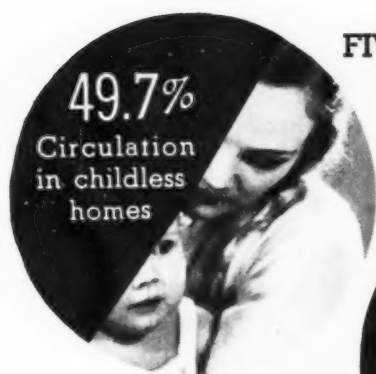
Most mothers also welcome instruction in child care and are favorably disposed toward the products of manufacturers and retailers who use educational methods in presenting their wares. Lectures, especially if delivered by nurses or dietitians; circulars and pamphlets; radio talks; advertisements containing helpful advice—all these have been found valuable aids in selling merchandise intended for babies.

An Exacting Market

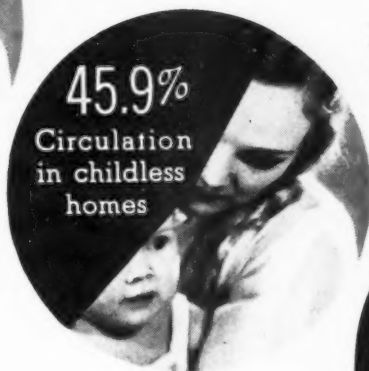
Not because she is lazy, but because she is usually a very busy woman, the baby's mother is strongly swayed by time-saving appeals. Taking care of an infant is a full-time job; many women must perforce combine with it the care of a household and other children. For them already strained vegetables and disposable diapers are real benefactions.

The market for baby products in all lines is far from saturated, and there are still plenty of opportunities for profitable sales of what might be called routine baby needs. It is an exacting market, however, and the manufacturer who serves it successfully is obliged to keep pace with ever-changing doctrines and the newest scientific developments in child care. There are incalculable differences between the approved modern method of child-rearing and the method of one generation ago.

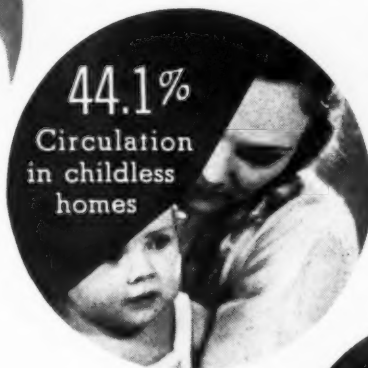
Fashions for babies, for example, have changed enormously during recent years, and the well-dressed baby no longer submits to uncomfortable laces, frills and furbelows. At the same time his mother's laundry prob-



FIVE GENERAL MONTHLIES - 50.3% in the Mother Market



**FIVE WEEKLIES - 54.1%
in the Mother Market**



**SIX WOMEN'S
MAGAZINES -
55.9% in the
Mother Market**



THE PARENTS' MAGAZINE

98.4% *Mother* MARKET

R. L. POLK & COMPANY have recently completed exhaustive studies in three representative American communities — Portland, Oregon; Hartford, Connecticut; and Richmond, Virginia. These studies reveal the percentages of magazine circulation that go into homes with growing children.

98.4% of the more than 435,000 circulation of The Parents' Magazine goes into homes with growing children. 1.6% of its circulation goes into doctors' offices, libraries, maternity hospitals, and child welfare organizations. Contrast The Parents' Magazine's concentration in the Mother Market with the relatively shallow penetration of the women's magazines. Only 55.9% of their cir-

culation reaches mothers of growing children. 44.1% of their circulation goes to unmarried women, married women without children, and women whose children have all grown up.

To advertisers this means that The Parents' Magazine reaches the Mother Market with a maximum of effectiveness, a minimum of waste. The Parents' Magazine offers a market of 435,000 well-to-do, conscientious mothers who buy not only for themselves, not only for their husbands, but also for their growing children (about a million of them) who demand and get the best and lots of it!

May we send you a detailed analysis of the Polk studies?

Concentrate on Mothers—They Buy the Most!

THE PARENTS' MAGAZINE

Published by The Parents Institute, Inc., 9 East 40th Street, New York
230 N. Michigan Ave., Chicago - Atlanta - San Francisco - Los Angeles

APRIL 1, 1937



**A Home Development Section
with a separate cover in color
will henceforth be published
monthly in**

THE PARENTS' MAGAZINE

The Home Development Department is being enlarged into a special section, with a separate cover in color, featuring articles on the various problems of building, enlarging, modernizing and decorating homes with children. As the articles will deal particularly with the needs of families with growing children, this section is a natural development for The Parents' Magazine.

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Pepperell, biggest maker of baby blankets, dramatizes its product, packaging, displays—even its catalogs to the trade! Here it catches the jobber's eye with a showroom display in a district sales office. The tiny costumed dolls were used to introduce a series of Blankets of the Nations.

lem is much simpler nowadays.

The clothing of today's infant is designed to suit his psychological as well as his physiological needs. He doesn't like having his arm twisted in its socket, so most of his clothes are open all the way down the back instead of having to be pulled over his head; with a little care his mother can dress him completely without turning him over more than once. Uncomfortable seams, pins and buttons have been reduced to a minimum. Many garments fasten with tapes; others are so designed that they require no fastening arrangement.

The modern baby's underwear comes in any one of a wide range of weights: All wool (that's pretty sissy); silk-and-wool; cotton-and-wool; rayon-and-wool; rayon-and-wool-and-cotton; silk-and-wool-and-cotton. The exact percentage of wool is decided upon after weighing such considerations as climate, method of heating the child's home, and his birth-month. A doctor might specify 40% wool for a baby whose hardier older brother had needed a mere 10%.

In diapers, the foundation of a baby's wardrobe, changes have been especially marked. The old-fashioned yard-square of birdseye is giving way to smaller rectangles, measuring, perhaps, only 18 x 36 inches. Increasingly popular, too, are the form-fitting diaper; the quick-drying variety, of cheesecloth or "layette" cloth; and the disposable type.

Outer clothes are far simpler than in former years. Dresses, even those of baby girls, are tailored rather than fancy. Many well-raised babies wear night-gowns day and night during the first six months of their lives. It's considered wiser nowadays to buy

fewer clothes and have them fit, rather than too-large sizes that the baby will "grow into."

The baby's toilette is quite as important as that of his mother nowadays, and rubber baths, floating toys, weighing scales and similar accessories absorb quite a bit of his budget. His "cosmetics" are usually kept in attractive glass jars, a set of which his mother probably received as a gift at the time of his birth.

To those unfamiliar with the extent of the market for routine baby needs, sales figures seem surprisingly high. Take baby powders, for instance. According to H. W. Roden, vice-president of Johnson & Johnson, Inc., "Baby powders in this country represent a \$3,000,000 consumer market, and this has been fairly steady for the past 15 years." There is an increasing tendency, too, for mothers to buy special soaps and creams for their babies. Through advertising their baby products in publications circulating among doctors, nurses, druggists and mothers themselves, Johnson & Johnson have done much to inculcate the thought that the baby needs a special soap and cream, as well as a special powder, for his sensitive skin. The Mennen Co., long known as a manufacturer of baby powder, was also a pioneer in producing a special oil to prevent the baby's skin from chapping.

Sales of baby merchandise appear to be particularly responsive to sound merchandising policies. The world's leading manufacturer of baby blankets is the Pepperell Mfg. Co., a comparative newcomer with a background of only ten years in this field. Pepperell is the Henry Ford of the baby blanket industry; with a line on which the top retail price is about \$2.98, and with

about 90% of its output retailing at \$1.50 or less, this company sold 4,600,000 baby blankets in 1936. The aim of this firm, according to A. S. Congdon, in charge of sales in the firm's blanket division, is not to sell at higher prices, but to widen the market for baby blankets—"to bring into the buying fold those mothers who would otherwise cut up one of their old full-size blankets for the baby's crib." It is generally conceded that the potential market for baby blankets in the U. S. is from 12,000,000 to 14,000,000 units; as yet the market is considerably undersold.

Pepperell believes in experimentation, and in the quick dropping of unprofitable policies. "Some years ago," said Mr. Congdon, "we tried out green, orchid and maize, in addition to the standard colors, blue for boys and pink for girls. The new colors did not sell, however, and so we dropped them for the old stand-bys, pink and blue.

Styling for Baby

"We now make very few of the old-fashioned 'repeat' designs in which the decorative motif appears at regular intervals throughout the blanket. We were the first to put the dominant design in the center, with motifs in the corners. This is, of course, a more expensive process than the old 'repeat' pattern, but we believe that blankets should be merchandised from the fashion angle. Very few of our numbers are retained from one year to the next; we put out a new line each year, and most retailers stock it. If our designs were standardized, some buyers might be tempted to try to get along with holdover stock."

Pepperell baby blankets, even those retailing for considerably less than \$1, have pleasing designs and are put out in attractive packages. Animal designs, which are always popular, are neither grotesque nor realistic; generally they tend to resemble nursery toys; a Pepperell duck, for instance, is on wheels, like the child's toy duck. Tony Sarg and other artists specializing in designs for children have been employed by the firm to decorate both blankets and packages. Packaged blankets are protected from customer handling, and are therefore liked by the retailer. Many of the Pepperell packages have Protectoid windows which permit the customer to see what she is buying.

"The most important recent development in crib blankets," said Mr. Congdon, "has been the applied motif. We are fortunate in control-

(Continued on page 650)



The sales curve of a coffee concern began to look like a toboggan-shute. Gradually diminishing sales became a source of worry.

Then somebody got the idea of packing a tumbler with each pound of the coffee. Soon sales exceeded all former records.

An actual case of a tumbler saving a business from tumbling . . . and a manufacturer of tumblers cashing in on a good market.

Let **PREMIUM PRACTICE**

ADD TO YOUR SALES — AND PROFITS

The only publication devoted to premium merchandising and advertising exclusively, *Premium Practice* is a regular monthly reference guide to ideas, methods and premium items for some 9,000 big-time buyers.

Place your message in the book that *pulls*—and where service gives your sales an extra *push*.

Premium Practice

420 Lexington Avenue, New York City



**THE NATIONAL AUTHORITY ON
PREMIUMS AND ADVERTISING SPECIALTIES**

Keeping the Country from Going Boom Is Washington's Big Worry

Trend is toward still more regulation of industry. . . . A government labor policy is due, but what kind? . . . Agriculture continues to give promise of increased purchasing power.

Washington, March 25

ANY prospects for increased sales opportunities through government activity are more likely to be found in attempts towards stabilizing purchasing power rather than in pump-priming methods of the first New Deal term.

Likewise, regulation is now seen more as a means to stability than as an end in itself.

The Administration is too concerned at the present time with threats of a boom and consequent depression to be so greatly concerned, as some of its members once were, with mere protection of the individual consumer.

There are exceptions in each of these conditions but they emphasize the rule of the moment—a significant one.

This broader problem is commanding the closest attention of the four divisions of the government most directly concerned: Industry, Labor, Agriculture and Finance. It is also getting more attention from the President than any other one question, not excepting that of Court Reform, which some here see as merely incident to it.

There will still be public spending and still be government regulation, but they will be in the direct light of stabilizing the national economy and must justify themselves in that light.

To Limit Hours and Wages

Just how this stability can be attained and maintained does not now clearly appear. Immediate concern is with finance. No startlingly new regulatory machinery is in sight, but some of the uses to which existing machinery is put may be startling.

Perhaps gravest concern is over labor. Definitely, a government labor policy will be worked out. What that policy is to be, how it will be applied, and by whom, are now as uncertain as the labor-management situation itself. But almost regardless of the answers, there will be increased regulation of industry, especially as to hours and wages, and there may easily be increased spending for the unemployed, either by industry directly, or indirectly

through taxation and government.

With few exceptions—such as increasing powers of the Federal Trade Commission—regulation of industry in its relations within itself and with the public probably will be left largely up to industry itself. The Federal Trade amendment directly affects industry by giving the Commission authority to institute action against deceptive practices, but an offset is the probability that it may preclude enactment of the regulatory Food and Drug Bill.

A Blow at Middlemen?

Agriculture continues to give the greatest promise of increased purchasing power, not through government spending but through government sponsorship of its own regulation and direct government regulation of some of the factors bearing on it but outside of its direct control. Its outlook towards stability is at the moment probably the most promising. But those who believe that the ever-normal granary means assured abundance are doomed to disappointment. How far it goes depends very much upon what is done in the other fields of the economy: Finance and industrial management and labor. It is a check against both going too far head and falling too far behind. Secretary Wallace has emphasized that before agriculture provides assurance of abundance it must have some comparable assurance from industry, from labor and from finance.

While the trend is towards continued increased purchasing power of agriculture, it is likewise towards continued regulation and attempts at regulation of those who handle agricultural purchases and agricultural sales. Fair notice of this has been given. One example is the pending sugar legislation under which the taxing power is used to return to producers some of the benefits of the quota system. Another is the forthcoming imposition of new grain standards, going into effect for oats and barley July 1 and for wheat October 1. Still another is the pending amendments to the AAA,

under which the Secretary of Agriculture will have increased discretion in imposition of marketing agreements.

Spending, merely as a means of stimulating industry, seems at the moment to be out. Some of the spending, however, may indirectly be stimulating although intended for other purposes. The Wagner Housing Bill is an example. Its main purpose is the clearance of slums. It is really a low-rent housing plan rather than a low-cost housing plan. That is, the rents may be kept low so as to suck people out of slums, this being made possible by Federal grants to local authorities, but that is not to say that the actual cost of the structures will be low.

Spending may very easily stimulate certain lines of business and industry. Whether the necessary employment of construction labor will stimulate purchasing power depends upon whether workers would be taken from relief rolls and kept at the same level of income they now have, or be from the unemployed who are not on relief rolls and to whom this would mean new purchasing power.

New Works Program May Come

The source of greatest potential purchasing power remains the great mass of unemployed who are getting by on a catch-as-catch-can basis. They are now being considered in several connections. One thought current in several branches of the government is that adoption of wage increases and hour reductions either through the present private labor-management adjustments or through adoption of Federal legislation, may result in their absorption by private industry. Another, which is being taken up by an increasing number in Congress, is that an entirely new works program should be adopted with the present means test lifted. Such a plan, depending upon its scope, would directly and immediately affect consumer goods demands.

As for the purchasing habits of those who now have the purchasing power, until there is a clearer view as to what steps will be taken concerning the present threat of inflation, the policy of the Administration appears to be to keep money easy, to encourage it into capital goods and merely to point to the dangers of speculative inflation. It is not a policy that should immediately curb private spending.

Strike!



Ideas that *Increase* REPEAT SALES

Promotion of REPEAT SALES of products sold through retail outlets is becoming increasingly competitive. To find "ten-strike" ideas that provide assurance of results, at economical cost, is a problem that your Sales Department may be facing now. "U-S" can help you.

YOUR PROFITS and your dealers' profits depend on Repeat Sales—Turnover. The friends your product makes in the "first sale" are your best prospects. They are your dealers' "regular customers". How to make them YOUR regular customers is a question that "U-S" and its various Divisions are helping many concerns to answer successfully. Recipe booklets, folders and package inserts are a tested sales-service that builds repeats. Suggestions for tasty new dishes, variety in meals... ideas that enhance personal attractiveness... for these and scores of other ideas busy housewives express their appreciation. As a result, your product becomes a "regular" on the bathroom shelf, dressing table, in the kitchen or laundry.

A free copy of "Check Chart X", filled with suggestions for increasing sales, will be sent free, upon request. No obligation.



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Weak Spots in Sales Operation: How to Find and Correct Them

BECAUSE sales weaknesses are of many kinds it has always been difficult to localize them, so the blame has rested mostly upon the shoulders of Mr. Individual Salesman. That has been one of the reasons for the tremendously expensive turnover of the men who are charged with the profitable disposal of merchandise.

No other worker in the entire business organization needs, or deserves as much help, and helpful information, as does the sales representative who is out in no man's land all by himself.

In the first of this series of articles we demonstrated how we are saving \$20,000 a year on our mailing lists, and in the second the subject of dead accounts was discussed. Now let us proceed to re-invest only half the amount that is being saved in research for facts that will help us save our active accounts, and keep them on the increase. We will get back some of the customers whose accounts we have permitted to become idle or dormant. We will create new customers in towns where we already have customers, and we will open new towns to get still more new accounts. We shall sell to old customers many items of merchandise that they had never bought from us before, *because we didn't know that we were not selling them to those customers.* This re-investment will be spread over the entire year.

The first and principal information comes from the lower inch-and-a-quarter of the customer card, and the

The time to retrieve your slipping customer is the moment his purchases from you begin to show an unfavorable trend—not after competition has crept in and quietly stolen him from you.

The third of a series of articles

BY

G. ALBERT LANG

Department of Customer Relations,
Rice-Stix Dry Goods Co.,
St. Louis, Mo.

town card. (See illustration.) The lower three-eighths of an inch, when filed in the binders, is visible. Here you will remember, we have the type of the customer's business, his Dun & Bradstreet ratings, and his name. There are also four spaces to indicate, by code or check, the credit department's rating of the account; and if the customer is a member of a special service, or a specially prized "Star Account," or a potential "Star Account." Then there is space to indicate if the customer's name is on the mailing list.

The next spaces are for a compar-

ative record of the customer's purchases. The purchase amounts are recorded quarterly from the totals on the ledgers, less any charges that are not sales; viz., bad checks, transfers of credits, corrections of mis-postings, etc. Now we have the net total sales at each quarter. This makes the figures progressive, so that no additions or subtractions are necessary. If the amount of sales in any one quarter is wanted, the figures may be seen at a glance. For quick comparison the figures are entered in four distinct colors of ink.

The town card shows at the lower three-eighths of an inch—the visible portion—the name of the town, the population, and the state. The total sales to all customers in each town as carried up to the town card are also shown. This town card heads the group of customer cards in the town. They are of two distinct colors. For eye ease I use blue paper for the town card, and a light buff color for the customer card. The form is printed in green ink.

A customer card is made for every account on the ledgers, and for all inactive accounts as far back as you may wish to go. Similar cards are made for all non-customers whose ratings are satisfactory and whose types of business make them prospective customers. The prospective customer and the dead account cards are marked "Prospect," and "Dead Account." Previous annual purchases and the dates of last purchase of the "Dead Accounts" are also shown.

There is a space in which to show

The illustration shows a sample of the forms used in the sales operation. The top form is a 'TOWN CARD' for 'A. H. Hall' in 'Kinball, Indiana'. It displays quarterly sales figures for the years 1935, 1936, 1937, and 1938. Below the town card is a 'CUSTOMER CARD' for the same customer. It includes fields for the customer's name, address, business type, Dun & Bradstreet ratings, and a grid for quarterly sales figures. The grid is divided into four columns, each representing a different type of sales figure (e.g., total sales, sales on credit, etc.).

Steering Lights: These simple forms enable management to tell at a glance which customers are profitable, which are tapering off, and which are increasing their volume of orders. Kept up to date and accurate, they guide the application of extra effort where (and only where) it will do the most good.

the customer's annual retail sales, or the value of his stock. These facts are taken from the financial statements in the credit file. Into the space for the sales manager's memorandum we transcribe remarks by the credit men. The credit files contain letters from which to make notations: "Very satisfactory," "Not desirable," "Do not solicit," and excerpts from special letters to salesmen commending the customer for his good performances.

Now we have a complete sales picture of the customer, and of the town. We know how much each customer has bought from us at the end of every quarter, and we know how much has been sold in each town. Then we compare the customer's purchases with the amount of his retail sales, and his type of store. We compare also the sales in the town with its population and all customers and all prospective customers so that we have the per capita sales, and the potentiality from which to determine whether or not we are getting enough business from any one customer, or from that town.

Danger Signals in Time

Having the sales figures by quarters, we see at the end of each period the actual status by customer and by town. For example, Customer Smith is operating a dry goods business. He is rated F 2½, and his annual sales are \$100,000. You are selling him \$2,500 a year. You see immediately that you are not selling him nearly enough. Or, suppose you have been selling him \$25,000 a year. At the first quarter Mr. Smith bought \$5,000, and at the second quarter his purchases total \$12,000. At the third quarter his total is only \$15,000. Here is your signal. Something is not going well. Mr. Smith has bought only \$3,000 in a period when his purchases should have been heaviest. You have the signal at the right time, before it is too late. You can learn the reason for the purchase decline, and you can act at once toward getting Mr. Smith back, and to keep him from transferring his business to a competitor.

There may be a small town in which there is a well-rated merchant or two. Your salesman skips that town because it is a little off the main highway. He may not even know that there is a good merchant there. Your prospective customer card brings the fact to your attention because no sales are recorded on any of the buff cards, nor on the blue town card.

On sales fact such as I have described in the preceding paragraphs I write the general sales manager a letter calling his attention to the situations that the cards disclose. I also

APRIL 1, 1937

Goodyear Mill Opens Here Monday, 1,000 Workers to Get Jobs

**PIERCE BROS.
MILL REOPENS
ON MARCH 1ST**

Fred W. Steele to Direct
Operations at Plant
on County Street

300 TO BE EMPLOYED

Plans Are to Operate 1
Looms and More Than
50,000 Spindles

Reopening of the
Brothers Ltd. mill at
Street

**Lampport Company to Buy
City-Owned Butler Mill**

National Representatives
**Gilman, Nicoll
& Rulman**

NEW YORK CHICAGO
PHILADELPHIA
BOSTON DETROIT
SAN FRANCISCO
SEATTLE

A Good Market Becomes a Better One

New Bedford Textile Payrolls for the first 10 weeks of this year—
20.2% ahead of 1936

Total Industrial Payrolls for the same period—
23.7% ahead of 1936

Recent developments have added another 2,000 workers to New Bedford payrolls and, in addition, a 10% wage increase will put \$40,000 more each week in textile pay envelopes beginning April 12.

One Medium, The New Bedford Standard-Times, Mercury covers 92.7% of the homes of the 203,000 persons who live in the New Bedford Market, 4th largest in Massachusetts.

—A Great Market
—A Great Newspaper

At 15c a line (10c Sunday) it belongs on every New England list.

Standard-Times, Mercury
Average Daily Net Paid Circulation - - - - 52,592

For Extended Business Trips

In Chicago

Hotel SENECA

KITCHENETTE SUITES

TWO ROOMS OR MORE . . . FROM \$6.00 PER DAY

... LIKE A VACATION FOR THE FAMILY...

Ideal for traveling executives and their families. The Seneca kitchenette suites provide a vacation headquarters for the family with all the comforts of home life.

Electric kitchenettes for home-cooked meals in your own apartment—or room service available from fine Harding restaurant in building at no additional cost. Refrigerator—electricity —bed linens—towels, and many extras included

in rental. By week, month or longer. Complete hotel service eliminates housekeeping worries. The Seneca is located in one of Chicago's finest near-town residential neighborhoods, close to all downtown activities.

WRITE FOR INFORMATION

200 E. CHESTNUT

JOHN P. HARDING
HOTEL MANAGEMENT
NEW WILLIAMSBURG, VA.

OR RESERVATIONS

each quarter are posted to the customer card. The town card, and customer card records are for the office as a permanent sales control record. At the end of the year, when this form has served its office purpose, it is bound in a ring binder and given to the salesman.

These figures give many kinds of vital sales facts. Suppose this breakdown were for a dry goods merchant who is rated F 2½.

1. It is obvious that he is not being sold enough.
2. He is buying from only a very few departments.
3. His bills in every department are very small.
4. The account is declining.
5. Somebody else is getting most of this customer's business.
6. The customer's sales figures give a basis for estimating the potentiality of the account.
7. Many merchandising and manufacturing facts can be had from these same figures.

Complete Buying-Habits Chart

With a comparative memorandum on this breakdown to show the customers' purchases, the salesman has a complete record of his sales to each individual customer. He now knows what his customer has bought, by dollars, and departments, in each quarter, or season during the past year. One needs little imagination to picture the effect upon the salesman when he has such help; and how it would flatter the customer to know that you think so much of his patronage.

The salesman knows exactly how to talk to his customer. He knows just what his customer *has not* bought, or that he has bought only a few dollars worth of some specific item when the salesman knows that the customer buys and sells that item in quantities. Or, the salesman may learn that the customer does not stock the items omitted on the merchandise breakdown. He can probably convince the merchant of the sales potentiality of these items and thereby sell some of the profitable items to increase the sales of both.

Many times unintentional offenses come through tactless claim adjustment, or collection letters. Credit requirements demand tactful handling. The slow-paying merchants, and those bearing shaded ratings buy their goods somewhere, and they must pay for them. Much depends upon how the credit department handles accounts; upon how liberally or how sharply they check, and very, very much depends upon how well they take their part as salesmen after the sale has been made.

APRIL 1, 1937

We Want to Work With the Management of a Small Business

The business must be headed by men who own or control it, who have a youthful outlook, and who don't think they know it all.

It must be in an industry in which development is increasing, where market conditions are changing, and where distribution channels are not so crystallized as to be inflexible.

The business must have a difficult sales and promotion problem, but must have a creditable record of sales.

Location should be in or near New York, Chicago, Philadelphia, or Boston.

To such a firm we offer counsel, based on a long record of experience, which we shall be glad to reveal in detail.

At the first conference we shall lay these qualifications before you, and shall expect in return to be shown evidence bearing upon the factors listed above.

We are not an advertising agency.

Our remuneration, in acceptable cases, is based on a percentage of increase in sales volume, over a period.

MARKET RESEARCH CORPORATION OF AMERICA

Pauline Arnold
Percival White

Rockefeller Center, New York
120 S. La Salle St., Chicago

*Counsel in market and sales analysis, and
the preparation of complete marketing plans*

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WE'LL THRESH THE FIELD



..and give you the WHEAT

Every advertiser's market is like a field of wheat: It contains both straw and grain. The grain is what you want — live, buying prospects, the kind that make up your present customer list.

Through its consumer research facilities Donnelley can analyze your

present customers and provide you with the names and addresses of individuals of like characteristics in any or all parts of the country. An immense, new market is thus opened to you with all waste eliminated.

Let us explain this consumer research plan to you.

THE REUBEN H. DONNELLEY CORPORATION

Direct Mail Division 350 EAST 22ND STREET, CHICAGO
305 EAST 45TH STREET, NEW YORK • 1121 WALL STREET, LOS ANGELES

IN Chicago!

A SUITE LIKE *this*
\$500
FOR TWO
PERSONS

TWIN BEDS — BATH
— PARLOR — RADIO

A SINGLE LIKE *this*
\$250

With Bath and Radio
(Special weekly and
monthly rates)

HOTEL

Allerton
MICHIGAN AT HURON . . . CHICAGO
"CLOSE TO EVERYTHING"

JOHN P. HARDING
Hotel
MANAGEMENT
SEN WILLIAMS BROS. INC.

On upper Michigan Avenue in the heart of Chicago's near north side — a few minutes' walk from loop offices, business and amusement

centers. Complete social program includes weekly dances, bridge and entertainment for guests and friends at no extra cost.

The credit department is a selling organization that is second only to the sales department itself. The credit department and the claim department may be too "tight"; or some individual may follow a "tight" or "hard-boiled" policy. The merchandise departments may not fill orders promptly, or may do it carelessly, or there may be too many "outs" or substitutions. Colorless letters that are strong in the "we," instead of the "you" spirit have much to do with sales. Business letters can't be too good, whether they are sales letters, claim adjustments, or those which the credit department must sometimes write. They shouldn't be hurried, ever.

How Credit Men Can Help

One of the most serious of sales weaknesses is the overcrowding of credit men. In most organizations they are steeped in so much work that they have no time to be really sales conscious; they can't develop accounts, and they can't train slow payers to become discounters. Many an order is lost after it reaches the credit department simply because they "haven't time to play with" the merchant.

In my own credit experience I sometimes took time out for a little development work. I remember a Louisiana customer who had been buying about \$2,000 a year from my house. I asked him for \$10,000. He promised that, and he gave me \$12,000. A Kansas widow started with a small capital. At first I shipped her C.O.D. She always took the goods out so promptly that I suggested ten-day discount terms. A little later I offered her regular terms, and she continued to discount. Three years later she discounted, and anticipated \$3,000 bills.

It's no trick; it's just being natural and human. But you must have the time, and the sales consciousness to do it. An investment in well-trained credit men will pay big returns.

The work that I have here described can be done on 25,000 customers, and all prospects, by five girls, after the customer and town cards have been made up. And remember that the cost is all paid out of savings. The Department of Customer Relations, or Customer Control Department is all profit. It costs nothing, or, rather, it does not add one penny to the cost of overhead. Some of the savings remain to be added to the business profits. Every customer is worth 40 cents a year. If his account is unprofitable it is worth 40 cents to know it.

SALES MANAGEMENT



The rug department of Marshall Field & Co., Chicago, provides the background for this scene from Ozite's film, "Hidden Gold." Retail rug salesmen the country over, seeing just how this man trades up his customer to Ozite quality, may soon be expected to do likewise.

Clinton Carpet Trains Retail Rug Salesmen with Slide Film

This Chicago manufacturer of rug cushions is aiming at widening the neck of the sales bottle by showing retail salesmen not only how to sell Ozite, but how to tell the quality sales story convincingly.

TELLING salesmen on the other fellow's payroll how to sell your product has always been a ticklish job. It has long been a problem to manufacturers and sales organizations who seek to get "that little something extra" done to put their products over. Yet it is recognized as vastly important.

The retail salesman is the man who meets the buyer and his attitude toward the product can often make or break it in that particular store. The Clinton Carpet Co., of Chicago, sales organization for the American Hair & Felt Co., manufacturer of Circle Tread Ozite Rug Cushions, has given much thought to the problem.

As a result it has issued a slide film entitled "Hidden Gold" which gets at the subject in a deft and convincing way. The pictures were taken in part in the rug department of Marshall Field & Co. by Central Film Service, who used professional actors to play the part of salesmen and customers.

Film voices borrowed from the National Broadcasting Co. were used for the electrical recording. As a result, a battery of Illustrovox units (Electro-Acoustic Products Co.) is out on the road telling the story to the sales crews up and down the land.

The plot is that back in the early '20's the only thing under a rug was the bare floor. But with the invention and development of Ozite—well,

there's gold under them thar rugs. The story tells the salesman how to get at the gold.

It is built around a young and inexperienced salesman who has been satisfied with selling any low priced rug pad. He's the ever-present young man who takes the easiest way and hesitates to sell the customer "up." The older salesman takes him in hand and shows him how to do the better job.

The young man gets the idea and does so good a job at it that he eventually gets himself a worth-while slice of personal prosperity. As the story unfolds women buyers come into the picture and their arguments are spoken. In this manner the watcher both "sees" and "hears" how a good selling job on Ozite rugs can be put over.

The retail salesman, seeing the slide film, also sees frames devoted to how Circle Tread Ozite is advertised in a long string of national magazines. The covers of these are flashed on the screen. A small sales manual is also pictured. This is placed in the hands of the store salesmen after the picture is run off.

What might be called the climax of the slide film comes when the young salesman finds his veteran teacher in a dither. The latter has been asked to quote an estimate on a big public job and he is in a quandary because he

Congratulations to **LIFE**

(our esteemed contemporary)

FOR ITS MILLION—
and FOR THE SIGNS
"NO LIFE" on all the
stands.

Yes, congratulations; but
also a reminder to our
friends.

WE PRINT NO
PICTURES
ALL WE TRY TO DO
is to keep
SALES AND
ADVERTISING
EXECUTIVES
INFORMED
about

MARKET RESEARCH

MARKET RESEARCH
Rockefeller Center, New York City

Please enter my subscription for one year for
MARKET RESEARCH.

I enclose \$1.... Bill me for \$1.... (Foreign \$2)

Name

Company

Street

City State.....

[643]

● MAKES SALES

TRAINS SALESMEN



★ THE ILLUSTRAVOX SALESMAKER

THE Clinton Carpet Company with Ozite, uncovered the gold "under them thar rugs." They also discovered the gold in undeveloped salesmen—and with an Illustravox presentation, showed them how to sell quality instead of price.

You too, can make every representative as effective as your most successful—with the Illustravox. New, young and inexperienced salesmen can break records using Illustravox voice and picture presentations that sell your product in the one best way. Write today for more information.

ELECTRO-ACOUSTIC PRODUCTS COMPANY

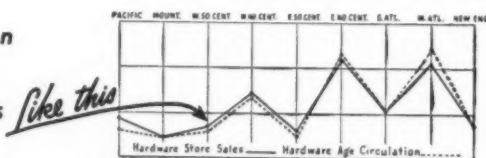
SUBSIDIARY OF THE MAGNAVOX COMPANY, FT. WAYNE, IND.

To sell the hardware field Use Hardware Age

*When you Speak in Hardware Age
The Hardware Trade Hears.*

Active hardware men throughout the country, those who are actively concerned in the buying and selling of hardware, regard Hardware Age as their hand book. There are few of them, indeed, who do not read it regularly.

*That's why its circulation
fits the distribution
of Hardware Store Sales*



Your message, therefore, in Hardware Age goes right to the men you must influence if your sales promotion efforts are to be effective. When these men choose your merchandise—the hardware trade chooses your merchandise, and when they choose to push its sales your product is well on the way to successful distribution in this market.

If your product is one that should be interesting to the hardware trade let us confer on ways and means for making it so.

Ⓞ
A Chilton
Publication

HARDWARE AGE
239 West 39th Street, New York, N.Y.
A.B.C. • Charter Member • A.B.P.

knows that competing outfits will go after the big job on a cut-price basis.

He is about to strike by offering an inferior product at a price he thinks may land the contract. Here the young man comes in with the advice to forget price and sell Ozite on the argument that, while the first cost is necessarily larger, it is by far cheaper in the long run.

The old salesman chirks up at this suggestion and presumably snatches the order. And so all ends well. The script is sharp and excellently handled. It gives opportunity to tell retail salesmen the country over the better selling points in moving Ozite.

Probably they re-hear a great many points that they already know: That the cushion is permanently moth-proofed; that it is made of selected, blended cattle hair; that cheaper competing rugs which employ jute are inferior, and so on. However, the presentation is bound to give them a lift and point out the need of arguments that, while they may be old to them, are ever new to the customer.

One psychological point is put over with a bit of conversation between two snappy women customers as they leave a small town store. One says to the other:

"I'm losing faith in that store. It seems to be offering inferior goods."

"I've noticed it," replies the other. "It used to carry far better goods."

Their attitude indicates clearly that some other, better store is going to get their trade in the future. The script for the slide picture was directed and written by Vincent R. Bliss of Earle Ludgin, Inc., which places the Clinton Carpet Co. advertising and develops its sales plans.

Commercial Credit Co. Starts "On Time" Ad Series

Commercial Credit Co., Baltimore, has begun a series of four-color bleed pages in 11 magazines on "family welfare" achieved by purchase of goods on deferred payments. "Better living, comfort, and convenience" of automobiles and electric appliances will be stressed.

Other copy, to be staggered through the next six months, will talk up the advantages of washing machines, ironers, oil burners, and autos.

A separate series of monthly ads in 11 newspapers of eight cities has been started on "the definite benefits provided by discounting accounts receivable" and keeping working capital constantly fluid and at work. Seven business magazines and seven trade papers are on this schedule. United States Advertising Corp. is the agency.

SALES MANAGEMENT

*** YOUR LETTERHEAD IS THE VOICE OF YOUR BUSINESS**



WHAT EFFECT A GOOD VOICE? Listening to the radio . . . speaking over the telephone . . . attending the pictures . . . we have all become keenly aware of the effect and the value of a good voice. The words, of course, are important, the music pleasant, but it is the voice that wins our remembrance and our response. • So it is with the letters you write daily. Your letters are your words, but they are carried by paper in this stead, acting as your voice. And how does that voice affect those who receive? Does it speak with clarity and assurance, with naturalness and easy grace? It can. It will, if you choose your paper as carefully as you choose your words. As with words, there is a large variety of papers, but those that will serve you best in your business and personal correspondence are *papers made from rags*. They are crisp and durable and have a ring of quality that will put a new note of confidence and distinction into the voice of your letters.

RAG CONTENT PAPER MANUFACTURERS

122 EAST 42nd STREET, NEW YORK

FINE PAPERS FOR LETTERHEADS, LEDGERS AND INDEX RECORDS.

THE BEST PAPERS ARE MADE FROM RAGS



MEDIA AND AGENCIES

Will a Window Display Audit Come Next? . . . Newspaper Linage Up . . . Spot News of the Ad World

Window Display Harmony

With publication, probably this month, of findings of the window display study of Advertising Research Foundation, another major medium will be placed on a more complete scientific and factual basis with reference to its circulation characteristics, its cost, and its coverage of market buying power.

This report, it is believed, may do for window displays what the launching of the Audit Bureau of Circulations did for newspapers, magazines, farm papers and business papers 25 years ago, and what the Traffic Audit Bureau in three and a half years has done for outdoor advertising.

This formal "birth" of the window display medium, however, has been accompanied by certain pangs. The study, embracing 19 large and small cities for 14 months, has been painstaking. Directors of the Association of National Advertisers and of the American Association of Advertising Agencies, who jointly supervise the foundation, engaged in a lot of thinking and planning before that.

The medium is widespread and diverse. Every one of the millions of stores in the country, large and small, is a part of it. And every consumer advertiser reaches and

sways his ultimate prospects largely through what the dealers decide to do about his products in their windows.

Sales and advertising executives need not be told here about the spread and the importance of this medium. The fact is being emphasized, however, because some of them were reported to be experiencing personal pangs in connection with its formal birth.

Most window display space is not paid for, SM was told by the sponsoring committee for the study. As, if, and when the report were published, and many retailers, reading it, were to learn how valuable to advertisers their space was, it was reasoned, window displays suddenly would become rather expensive.

Last January 30 *Business Week* carried a column story to the effect that "a beverage company, whose window displays are as well known to drug store patrons on Main Street as to residents of New York and Chicago, was leading a move for pigeonholing Dr. Miller McClintock's unpublished survey of window display as an advertising medium."

Dr. McClintock, former head of the Harvard Bureau of Street Traffic Research, now auditor of the Traffic Audit Bureau, did the window display job under supervision of three committees under the foundation. The general committee is headed by Turner Jones, vice-president of Coca-Cola Co. A sub-committee is headed by H. K. McCann, president of McCann-Erickson, Inc., and another committee, representing lithographic and related industries, by Ralph Thomas of Forbes Lithograph Co.

Coca-Cola, executives of the foundation told SM, was the company referred to by *BW*. This seemed a bit strange to them—in view of the fact that Mr. Jones was supervising head of the survey.

Then other business magazines and newspapers took up the cries of "dissension" and of the possibility of "pigeonholing."

On February 26, following a meeting in the Four A offices in New York, the foundation issued a statement to the press. Without noting officially any of the reports or rumors, the statement pointed out that the

technical work of the study had been completed, was being presented to the sponsoring committees "for editorial consideration," and, "as approved by" these committees, "will be published . . . in the near future."

More specifically, committee members told SM that publication of a full and unbiased report doubtless will be made sometime in April. It was emphasized that "there never has been any friction" between the membership. Whatever changes from Dr. McClintock's findings that may be made will be only for editorial condensation. All the data compiled about all the cities covered would fill several big books. It must be condensed.

Committee members would not be specific, prior to publication of the report, as to what the findings were. But they indicated that a Window Display Audit Bureau, modeled after Audit Bureau of Circulations and the more recent Traffic Audit Bureau, may become a reality soon. The TAB, it was shown, now covers 7,000 of U. S. outdoor plants and 175,000 of the 257,000 outdoor poster locations, embracing about 60,000,000 of the 80,000,000 people in the country reached by this medium. Advertisers and outdoor plant operators are "satisfied" with this job.

WDAB, it was expected, would be developed with similar rapidity. Apparently advertisers would not mind paying for this medium, when they know better what they are getting for their money.

New Firms

Wallace & Associates, Inc., which recently formed a special agency exclusively representing newspapers on national chain store accounts, have just concluded arrangements for representing the Boston *Post*, Wilkes-Barre *Record* and Scranton *Tribune*.

Albert E. Haase, recently vice-president of the Rogers-Kellogg-Stillson Co., and at one time managing director of the A.N.A., and A. W. Ramsdell have formed a partnership as sales and advertising consultants, and will be affiliated with Daniel Starch.

Shopping News Down

According to A.N.P.A. figures, there were 187 Shopping News and the like launched over the last twelve years and, of these, 121 discontinued publication and 87 collapsed the same year they began.

This and the trend in current lineage figures are pleasing to newspaper publishers. Despite strikes and floods Media Records figures show that February total advertising increased 12.9% over the same month last year, with General and Classified making the largest gains.

Newspaper enterprise is not confined to the metropolitan cities. The Waterloo,



WMCA
NEW YORK'S
OWN STATION

Leads in
**PROGRAM
PLANNING**

GOOD WILL HOUR
Successor to Good Will Court
SUNDAYS 10 TO 11 P.M.



This section of the exhibition in the N. W. Ayer & Son Galleries shows examples of the color printing produced by newspapers in 1901 and those of the present newspaper magazine section, brought together to illustrate the progress made in development of color printing.

NOW

Cue Guarantees 30,000 net paid A. B. C. average for 2nd half, 1937

ACCORDING to its first audit by the A. B. C., CUE's circulation increased 111% during the 2nd half of 1936—from 7,741 on July 4th to 16,356 on December 26th.

Today CUE's circulation exceeds 22,000—in spite of the recent increase in newsstand price from 5c to 10c a copy. All signs point to at least 28,000 paid by July 1st.

To encourage advertisers to put CUE to work for them as soon as possible, CUE now guarantees a 30,000 average for the last six months of 1937—at no increase in the present rates, which are based on a 25,000 guarantee.

Thus, CUE's page per thousand rates for the last half of 1937:

\$240 per page,	1 time	\$8.00 per page per M
220 " "	13 times	7.33 " " "
200 " "	26 times	6.67 " " "

CUE's circulation advance owes nothing to high-powered field crews, newspaper promotion, combination sales, premiums, or similar stimulants. While CUE costs plenty to produce, it costs very little to promote—and therein lies the story of its vitality as a publishing property.

Even with a minimum of promotion, present indications are that CUE will reach 40,000 by Christmas. If we can afford large scale direct mail promotion in the Fall, the total may exceed 45,000.

Our ability to spend money to promote CUE's circulation as it deserves to be promoted depends largely on the readiness of advertisers to use CUE this year.

A number of representative accounts are already appearing regularly in CUE, but there are not yet enough of them to permit any lavish spending of money for promotion. CUE's regular advertisers now include Bergdorf-Goodman, W.

& J. Sloane, Gunther Furs, Jane Engel, National Distillers, Julius Wile, National Premium Beer, Feigenspan Breweries, Liebmann's Rheingold Beer, Myers's Rum, Camel Cigarettes, Maiden Form, Pease & Elliman, Douglas Gibbons, Vincent Astor, Brown-Wheelock, Waldorf-Astoria, St. Regis, Savoy-Plaza, Biltmore, Mayfair House, Previews (The National Real Estate Clearing House).

These advertisers know that CUE gives them a singularly intimate approach to discriminating people in the finest residential sections of the New York area. If you are interested in selling goods or services to the people who go places and do things, you owe it to yourself to hear more about CUE. Would you care to look through CUE's subscription galleys and to receive a copy of its first A. B. C. report?

CIRCULATION LOG

July 4, 1936, A.B.C. 7,741
December 26, 1936, A.B.C. 16,356
April 3, 1937 (est.) 22,175

	Sub- scriptions	Single Copy Sales	TOTAL
Manhattan	8,100	6,900	15,000
Westchester-Conn.	1,525	550	2,075
North Jersey	1,950	900	2,850
*Brooklyn	800	1,450	2,250
	12,375	9,800	22,175

*Started November 7, 1936

CIRCULATION PROGRAM

July 1, 1937 28,000
December 31, 1937 40,000

CUE

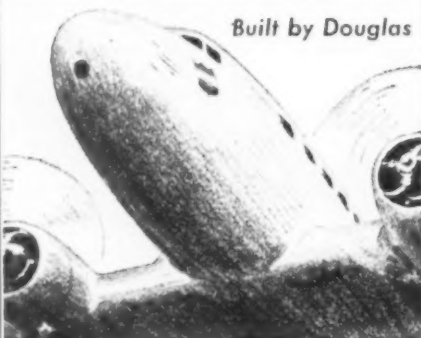
6 E. 39th St., New York City

... "Guide, Counsellor and Friend" to Free-
Spending People of the World's Richest Market

THE WEEKLY MAGAZINE OF METROPOLITAN ENTERTAINMENT

UNITED'S DELUXE NEW MAINLINERS

Built by Douglas



★ **THE SKYLounge** (exclusive with United)
—14 deep-cushioned swivel chairs in a 21-passenger type cabin. Luxuriously appointed. Remarkably quiet. Air conditioned. Unusual visibility.

The nation's largest, most powerful, most luxurious planes

Only United offers both the deluxe Skylounes and the commodious 21-passenger club type planes—a new standard of *luxury, service, speed* backed by 100 million miles of flying experience.

United's Mainliners offer an array of *exclusive* features for dependability, finer service, and the *utmost in luxury*: The greatest reserve power—a cruising speed of 192 m.p.h. using only 62% of available power. 1937 automatic pilot. The newest type instruments and multiple radio.

★ Chicago-New York non-stop, 3 hrs. 55 min. Los Angeles-San Francisco, 2 hrs. San Francisco-Seattle, 5½ hrs. New faster overnight service from New York and Chicago to California.

UNITED AIR LINES

Copr. 1937 by United Air Lines Transport Corp.

Iowa, *Courier* is operating a service never attempted before. Forty-three Waterloo grocers now have special stands supplied by the paper on which are displayed each week the nationally known products advertised in the newspaper. Through the columns of the paper the idea is plugged consistently and readers are given a list of stores where the spotlight displays may be found.

New Magazines

Popular Photography, published at 608 South Dearborn Street, Chicago, will make its bow on April 10. Distribution has been set at 150,000 copies. It is a Ziff-Davis venture.

Edward B. Fritz, publisher of *The Paper Industry*, has launched a companion publication, *The Paper World*, the latter giving a complete review of the news of the month while the former will continue to function purely as an educational journal.

Bigger and Better Old Magazine

The April *Better Homes & Gardens*, with 186 pages, is the largest issue ever published in its 15 years of existence. All previous records of circulation, editorial pages, four-color pages, advertising pages and advertising revenue were knocked out. The publishers announce that early next year the magazine will go to 632 lines per page.

Public Approves Billboards

At a special election, Tuesday, March 9, the San Francisco public voted on the question of outdoor advertising adjacent to the approaches and bridge ramps of the San Francisco-Oakland Bay Bridge, and the public said yes. Outdoor interests and the esthetic and conservation groups are expected to develop a cooperative effort to create the proper type of reasonable regulation of outdoor advertising in the area.

Broadcasting News

Ken R. Dyke, former general advertising manager of the Colgate-Palmolive-Peet Co., will become eastern division sales manager of the National Broadcasting Co. on April 1. John H. Bachem, who formerly headed this division, will become assistant to Roy C. Witmer, vice-president in charge of sales.

Station WDRC, Hartford, has launched a new merchandising department which makes available to broadcasters a standardized service with additional special services as required. Regular service consists of letters to the complete list of dealers for the advertised product, four-color cards for counter and window displays, special complete windows in ten stores, personal contact by representatives, and several forms of publicity.

Media Personnel Changes

George Benneyan has resigned as director of promotion of the *New York American*. Prior to 1935 he occupied for 14 years a similar position with the *New York Sun*. . . . Charles I. Schwat succeeds Vaughn Weidel as classified advertising manager of the *New York World-Telegram*. . . . Frank H. Bell, who recently resigned after seven years of advertising manager of the *Pacific Rural Press*, has started a special representatives organization covering the Pacific Coast. . . . Kenneth A. Bonham, for the last four years secretary and treasurer of the Drugists' Supply Corp., has become executive editor of the *American Druggist*.

Rogers Martin Combs, Jr., former advertising and sales promotion manager of American Airlines, Inc., has been appointed a member of the Chicago sales and contact

staff of the Jam Handy Picture Service, Inc. Jack Haley, former picture supervisor for the Ford Motor Co., has joined the theatrical distribution department of the Jam Handy Picture Service. . . . Frank E. Gooding, for the past year and a half consultant on *Steel's* Power Drive section, has been named associate editor. . . . Ward R. Robinson has been appointed business manager of *The Architectural Record* and *Real Estate Record*, published by the F. W. Dodge Corp. . . . Arthur Stein, formerly with the *New York American*, *New York World-Telegram* and *Liberty*, has been made promotion director of *Parents'*.

Time, Inc., Promotions

Under a new policy, announced by Henry R. Luce, president of Time, Inc., individual publishers will be named for each of *Time*, *Fortune*, *Architectural Forum* and *March* of Time. In addition to the existing post of advertising manager, an advertising director will be named for each unit.

First new publisher is Roy E. Larsen, for *Life*. Thirty-eight years old, Larsen has been with the group since the founding of *Time* in 1922. He was circulation director for this magazine, founder of the *March* of Time radio program and of the *March* of Time screen-news feature.

Howard Black, advertising manager of *Time* since 1933, will be advertising director of *Life*. George Sadler continues as advertising manager of *Life*.

Account Changes

Schenley Distillers Corp. has appointed Brown & Tarcher to service the following Schenley brands: Schenley whiskies, Old Quaker, Golden Wedding and Silver Wedding Gin—and Dewar's Scotch and other Schenley imports. . . . Harriet Hubbard Ayer to The Grey Advertising Agency, Inc. . . . The Sesamee Co., makers of Sesamee Keyless Locks, to Charles W. Hoyt Co. . . . Capital Savings Plan, Inc., to Jerome B. Gray & Co. . . . Industrial Committee for City of Bayonne, N. J., to Roeding & Arnold, Inc. . . . The Hercules Life Insurance Co. and the Allstate Insurance Co. to Homer McKee, Inc.

Agency Notes

Dee Carlton Brown, in charge of production, and G. Frederick Riegel, account executive, have been elected vice-presidents of Geare-Marston, Inc. . . . Seymour Morris, formerly with Lord and Thomas, and Thomas C. Butcher, until recently with BBDO, have joined Benton and Bowles, Inc. . . . Sidney J. Hamilton, Jr., formerly secretary of Fletcher & Ellis, Inc., has been elected a vice-president and director of that agency. . . . Gardner Osborn has resigned as vice-president of the Fifth Avenue Publishing Co. to become an executive of Lawrence Fertig & Co., Inc. . . . Gerald H. Carson has been elected a vice-president of William Esty & Co.

True Story's Index

True Story has forwarded to national advertisers and their agencies the first of a regular monthly series of charts and tables called "The *True Story* Index of Wage Earner Buying Power," which shows the amount of money in the nation, month by month, for the purchase of articles over and above the essentials of living, such as automobiles, radios, vacuum cleaners, refrigerators, etc. Employment and real wages fell from 1931 to 1932 by 14.1 and 16.5 points respectively, but the sales index of the articles mentioned above declined three times as much, and so did the *True Story* of discretionary purchasing power.

SALES MANAGEMENT

Marketing Flashes

[The Government Helps the Virgin Islands—A Slot Machine Without the Slots Promises to Clean Up]

Uncle Sam's Rum

Your Uncle Samuel is in the liquor business, and Repeal only three and a half years back on the horizon. This month distribution of government rum begins. As the label on the bottles pictured says, it was distilled by the "Virgin Islands Co., St. Croix, V. I., a Virgin Islands 90 Proof Government Corporation."

Distribution is handled by W. A. Taylor & Co., and Alley & Richards are the ad agents. Account Executive Frederick Anderson, of the latter firm, doesn't know how much space will be taken because the fund is based on a per case appropriation. The more cases sold, the more there will be for ads. Newspapers will be used at first.

Rum, at present, has a small slice of the U. S. liquor market—only 1% or 2%. With the government connection, V. I. Co. hopes to increase that slice and restore some of the ancient fame and prosperity to the poverty-stricken islands. In former years rum, and its sugar-cane base, supported a rich planter society.



It's a Virgin product.

S.O. of Ind. "Epic"

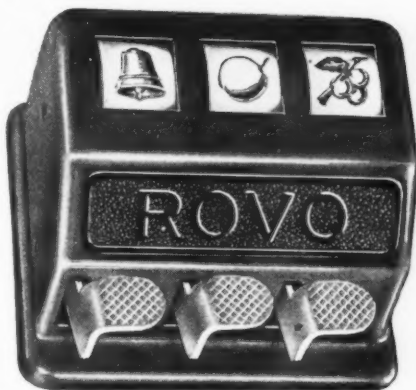
Standard Oil of Indiana has just completed in Hollywood a super-colossal educational movie with big names galore. Author Homer Croy did the story after months of research in Standard's territory. Marshall Neilan

APRIL 1, 1937

directed it on the RKO-Pathe lot.

Some 28 principal players and more than 600 extras take part. Robert Armstrong has the title role of "Stan," and Peggy Shannon and Andy Clyde support. More than 6,000 feet of film was shot. The full length picture is to be shown on 16-mm. projectors to employees, dealers, and the public at meetings extending over the next six months. It is planned to cover the 14 states in which Standard distributes.

Motion picture division of Raphael G. Wolff, Inc., Hollywood, was the producer.



Push the levers down, fun comes out.

Pocket Monte Carlo

Slot machine and bagatelle addicts can carry their pet hobby around in their pockets for a simple investment of 98 cents in a set of "Rovo." Rovo is a miniature slot machine, without a slot for the nickels, that edged into the market last week. Its makers, the Rovo Corp., New York, claim that it will be a phenomenal success, that during its short life so far it is already "taking America by storm." And they substantiate those claims by well-founded sales figures.

Rovo is played with chips instead of nickels. It looks like a toy, but its makers insist that it is built with the precision of a fine watch. Three levers control the three wheels of crowns, apples, bells, cherries, anchors, etc., and each lever is tuned to a different tension so that the player never knows what combination of symbols will result.

Any number of people can play the game, either by passing the same machine around or by using as many machines as there are players. In the latter case, there's more fun. Players all spin their machines at the same

time, and the first to break three of a kind hollers "Rovo" and takes his pile of chips out of the kitty.

Merchandising of the "Rovo" machine is still in the trial stage. The Rovo Corp. placed it first in a small, centrally located, New York cigar store. First week sales averaged two dozen a day. Now they've spread it out over the Metropolitan area and are planning to make "Rovo" a pass-word from coast to coast. They estimate that the first year sales will net 3,000,000 machines, and claim that that estimate is ultra-conservative.

The machine by itself costs 98 cents; with chips, \$1.96. The New York sales tax evens it up to \$1 and \$2.

Such a "natural" is "Rovo" that its makers will depend on the grapevine to advertise it for the time being. Later on, with production sped up to meet the expected demand of 15,000 or 20,000 a week, they'll take space.

Spooled Wires

It used to be that keeping spooled wires on dealers' shelves was a clutter-some job—until Belden Mfg. Co., Chicago, solved it. To the average man spooled wires mean nothing. To Belden, manufacturer of 60 types and sizes, working through 1,000 jobbers and 85,000 dealers and service men, it meant worriment.

Formerly the wires were put on a wooden spool, with a paper strip held by a rubber band to protect them from dust, grease, and oxidation. Rubber bands, however, rot, get brittle, snap, and vanish. Belden's wires for radio, magnets, and cables are of all sizes. Some are so fine they are drawn through microscopic holes drilled in diamonds and rubies by a secret process.

Adapting the familiar tin spool used for adhesive tape, Belden has obtained a dust- and airtight "package" for its wires that likewise looks handsome on the shelf. Delightfully simple and effective, the company officers are wondering why they never thought of the idea long ago.

"Just Another Service"

Lunchers at the Hotel Lexington Silver Grill, in New York, need not play that futile game of "button, button, where's my topcoat button?" Hat check girls sew back on or replace all coat buttons. They hang a little card over the rejuvenated fastener reading: "This button returned to its home through courtesy of Hotel Lexington. No charge. Just another Lexington service. Come again, but don't wait until another button drops off. We're always glad to see you."

Air travelers can drive to the Detroit
(Continued on page 657)

**"YOUR LETTERHEAD
IS THE
VOICE
OF YOUR BUSINESS"**

The better the paper, the better the voice that carries your words. The best papers are made from rags and Crane's Fine Papers for business and executive use are made from rags and rags alone. They speak for you with the utmost confidence and distinction.

Crane's
FINE PAPERS
MADE IN DALTON, MASSACHUSETTS
SINCE 1801

**a NEW
merchandising tie-up
PLAN
for advertisers
on WDRC**



Basic Network Station of the
Columbia Broadcasting System

Baby Needs Shoes—

(Continued from page 634)

ling a patented process which permits the application of a pattern to a large number of blankets simultaneously; this has brought down within the reach of almost everyone the applique design, which was formerly put on by hand or by a machine handling one item at a time.

"People come to us almost every day," continued Mr. Congdon, "trying to sell us special fasteners and other gadgets for our baby blankets. We don't buy them, though, because the public doesn't like them. And we never put comic characters on our blankets, because we believe a blanket is an intimate article, and the mother does not want humorous decorations on her young baby's belongings."

As a gift item, Pepperell puts out a combination ensemble containing a crib sheet with colored border, a matching pillow case, and a blanket. Display helps, such as decorated posters, are distributed to retailers through jobbers. The firm advertises in both trade and consumer publications, a current theme being "Baby Pepperells All Around the Clock—Bath-time, Nap-time, Walk-time, and Night-time." The idea, of course, is to get the mother to buy four blankets instead of two or three, and to encourage the retailer to push the sale of four units instead of a lesser number.

They Welcome Advice

Study the industries catering to baby needs, and you will find that the successful manufacturers are those who keep abreast of the problems faced by mothers in this scientific age. Such manufacturers watch psychological and physiological trends. In many instances they are guided by the advice of child welfare experts, directors of maternity centers, and other interested parties.

The Carter Underwear Co., in Needham, Mass., has earned the endorsement of such authorities for its Jiffon shirt, which has a special patented neckline to prevent shoulder straps from slipping down. Department store advertisements stress Jiffon's "no tapes, no pins, no buttons, and Nevabind armholes." For allergic babies, Carter makes a two-fabric garment, with the wool outside and "softness next to the skin." To promote their line, Carter sends registered nurses to department stores where they may be consulted by customers in the infants' wear sections.

Another progressive manufacturer is

Boston Knitting Mills. This firm's line of Quickees has shoulder straps made partly of Lastex, so that they stretch as the child grows. Craig-Musgrove, Inc., of Royersford, Pa., sells a Shirt 'N Band, highly recommended by maternity centers and clinics, because of its reinforced hemline to which the diaper may be fastened. Minneapolis Knitting Mills make the Bi-Knit Foldover shirt.

—and Baby Needs New Pants

A pioneer in the babywear industry is George Earnshaw, who promoted his firm's Vanta line, by sending nurses to address mothers' clubs and to talk to doctors and hospital officials. Mr. Earnshaw is usually credited with the idea of assembling all products for infant consumption into one section of the department store, thus saving the mother's time and energy and increasing the store's sales volume. He also invented the sun-suit for children and was an early advocate of outdoor life for babies. The Vanta line includes a garment for babies allergic to wool, with a silk, or Silva-lined, material inside and the woolen material outside.

The compact living quarters of our era and the growing tendency to cut down the drudgery of home-making tasks are largely responsible for the radical changes in babies' diapers during the last few years. Apparently, this period of transition is still here. At this writing, layette cloth, a kind of fine cheesecloth, is in high favor. It is soft and pliable, requires no hem, and (important for apartment dwellers) may be dried quickly even when folded quadruple. Of this type are Kendall Mills' Curity diapers. Cannon Mills make a form-fitting knitted diaper. The Pant-Ease Infant Wear Co. also make a shapely garment, a knitted diaper worn pinned at the sides and said to be flattering to pudgy figures.

A fairly new development, the disposable diaper, is forging ahead, with Johnson & Johnson's Chux "production figures running into the millions," according to Ferry-Hanly Co., advertising agents for that product. The recent Ohio River floods brought about the paradox that with "Water, water everywhere," there was none to wash diapers in—a condition which naturally increased the demand for disposable diapers. To fill rush orders for carloads of Chux for the flood area, the factory has been on a 24-hour schedule. The Diapex Corp.'s disposable diaper, unique in that it fastens with tapes in-

stead of pins, is also enjoying good sales volume. This product was distributed by the Red Cross to mothers of young babies during the recent flood emergency in the Mid-West.

In a slightly different category is Dennison Mfg. Co.'s Babypad, a soft paper lining for the diaper. Introduced three years ago, this item has steadily grown in sales volume, 1936 sales showing a 33 1/3% increase over 1935 sales.

Though birdseye diapers are less popular than in the past, George Wood & Sons, Philadelphia, still sell many of them under their brand name, Red Star. An excellent bit of promotion is that company's booklet, "Staple Stepping Stones to Profits," 5,000 copies of which have been issued to jobbers since December.

Information in this folder is useful to all who sell diapers; it includes such items as these: A child needs about eight dozen diapers; the Red Star diaper will usually last for 200 or more washings; through local birth records, a retailer may build an up-to-date mailing list; direct-mail advertising is an excellent approach to the prospective mother—and so on. The center spread is devoted to the consumer; it tells, with diagrams, how to fold diapers, how to wash and care for them. This useful information has been reprinted into leaflets, one of which is enclosed in every package of Red Star diapers.

Science Fathers New Products

While new products for babies are being developed right along, there are still plenty of opportunities in this field. The newest products for babies are designed from the scientific angle. An example is the Baby Pal teether, invented by Dr. Paul E. Allen, a dentist, and distributed by Richard E. Krueger, Inc., of New York. Planned from the orthodontic point of view, this rubber teether is said to aid the normal development of the baby's teeth. It is shaped so that the baby chews hardest with the gums at the back of the mouth where teeth come in last, and where the need of massage is greatest. Dr. Allen's Baby Pal nursery bottle holder is also sold through Krueger; designed on the bean-bag principle, it holds the bottle in any position and offers a firm grip to the baby's hand. Once it has been adjusted, the mother can leave the child and attend to other duties.

Other products of recent origin are: The Nodkin, the Newman Co.'s Kick-proof cover invented by a mother working with an infants' wear buyer; Baby Bathinette Corp's combination shower and bathinette with a dressing table over the tub (Good feature:

Leaving the end curtains in place protects the child against drafts while he is being dressed); Baby Glo, a cellulose sun bath window permitting ultra-violet ray penetration; Burlington Basket Co.'s Baskenette with Stroller, a combination baby carriage, baby bed, and carrying basket; and Baby-Jacs, made by Coverknit, Inc., a knitted covering for baby's bottle, of yarn and Lastex, and affording a good grip and insulation to keep the milk warm.

Profits Can Be High

When it comes to profits, the baby products industry is in a particularly favorable position, for mothers are willing to make many sacrifices in order to buy what is best for their children. In this respect the manufacturer's investment in quality and intelligent promotion efforts pays high dividends.

A case in point is the rapid rise in the fairly new strained foods industry. A mother will pay ten cents for a four-ounce tin of pureed spinach, though she could obtain several times the quantity of the fresh vegetable for the same amount of money. She does not regard her expenditure as an extravagance, though, for the tinned product represents a saving of time, and, in addition, she has been convinced by advertising and the endorsements of medical authorities that the tinned vegetable is a wholesome food for her child. American babies annually consume approximately 84,000,000 cans of strained foods—pureed vegetables, fruits, soups, and cereals. At average consumer prices this means a \$7,000,000 retail market for these foods, and the industry, still young, is growing.

Boiling and straining the baby's vegetable is a chore in any woman's language. Repeated day after day it becomes an arduous task. It was to save his wife this drudgery that Harold H. Clapp, a Rochester restaurant manager, put up a few cans of strained vegetables for his baby in 1921. Soon he was showered with requests from friends for vegetables for their children. So he opened a factory to prepare these foods on a large scale, and business has been booming ever since.

Manufacturers who have built good sales volumes of strained foods have found it worth while to win the endorsements of physicians by sampling, advertising in medical journals, and by sending out nurses and dietitians to discuss their products with doctors and pediatricians.

Clapp advertisements, for example, are built around the theme, "When his mother asks the doctor. . . ." In the advertising of the Gerber Mfg. Co.,

The Miami Herald
Florida's Most Important Newspaper
FRANK B. SHUTTS, Publisher

First IN AMERICA



During January and
February, 1937

THE
MIAMI HERALD

Leads All Morning Papers
Measured by Media Records in

**TOTAL
ADVERTISING**

(Media Records Figures)

DURING . . .
The First Two Months of 1937, the
HERALD LEADS
in 22 out of 30
Media Records Retail Display
Classifications!

**MIAMI NEWSPAPERS' GAIN
DURING THESE TWO MONTHS
WAS:**

HERALD	401,227 Lines
TRIBUNE	234,761 Lines
NEWS	100,605 Lines

AND . . . for the entire year 1936
the HERALD'S GAIN was also
greater than that of both the
other local papers combined!

National Representatives:

J. P. McKINNEY & SON

New York • Chicago • San Francisco

Southern Representatives:

GARNER & GRANT

1601 Rhodes Haverly Bldg., Atlanta, Ga.



The salesman in a Nudist Sales Contest is "out on a limb." He doesn't monkey around languidly making up his mind whether he'll try for a prize. His pants are a prize more important than any you could put up, and he knows right from the start there's only one way he can get them: *sell!*

We know the contest business. We say the Nudist Contest is a honey. So does everyone who has used it. Write—or, if you want action, wire—for the exciting details.



REDUCE YOUR RECEPTION ROOM PAYROLL

Flip of Thumb Feeds Lead!

Automatic Pushback Saves Lead and Pockets

Made in 3 styles, 3 price ranges, many color combinations.

● A Redipoint sent in advance of an important call is like a letter of introduction from a mutual friend. It cuts down expensive reception room delays—speeds pleasant interviews.

During the 20 years Redipoints have been made thousands of advertisers have proved the effectiveness of this and other business building plans.

LET US TELL YOU MORE

Redipoint
BROWN & BIGELOW
Remembrance Advertising
SAINT PAUL • MINNESOTA

one learns these facts: The vegetables are grown from "pedigreed seed in extra-nourishing soil." . . . foods are cooked about an hour after they are gathered, in such a way as to preserve vitamins and minerals. Heinz advertisements (for its eleven strained foods) carry the information that every tin bears the Seal of Acceptance of the American Medical Association's Council on Foods.

In cereal advertising, the emphasis is usually on strength. Hecker's Cream Farina, also bearing the Seal of Acceptance of the A.M.A., is the current subject of a lively newspaper advertising campaign in which husky Hecker babies are pictured as saying, through cartoon-type balloons, that they want to be cowboys, cops, aviators, "Miss America of 1954," etc., and that by digging into their Hecker's every day they're building the right physiques for their future strenuous careers.

Which Toys Sell Best?

In buying toys for an infant, a mother is governed less by price considerations than by the question, "What will this do for my child?" A baby's toys should be chosen scientifically, according to the Child Play Association, to "mold his awakening capabilities," and to "develop him physically, mentally and socially." To develop his muscles there are balls to squeeze and push; there are soft dolls, stuffed animals, and other cuddly toys to hug, squeeze and manipulate. For developing the child's sense of touch the Association recommends toys with different surfaces, such as rubber, celluloid, fur, wool, and wood.

Authorities differ on the subject of the best colors for babies' playthings. Some recommend bright colors, insisting that young babies can't distinguish duller shades. Others claim that bright colors are too exciting and distracting for the young child. From the sales angle, pastels are the best choice, for they are the colors that most mothers prefer for their infants.

In most matters pertaining to babies' toys there is general agreement. An infant's muscles are weak, so even his large-sized dolls and animals should be light in weight. Round edges are imperative for safety's sake. And, of course, toys should be too large to be swallowed. They should be washable, and all dyes should be non-poisonous. To encourage the baby to enjoy his bath, the early use of floating bath toys is advocated.

Curiously enough, the point of sale through which products for babies are distributed has considerable bearing upon the price brought. Toys for babies, though sold to some extent in such established outlets as chain and

drug stores and in the toy sections of department stores, bring greatest profits when sold through the infants' wear divisions of the large stores. "A woman will pay 25 cents for a rattle in the toy department," said a member of the toy industry. "But for the same rattle, dressed up with a bow of fancy ribbon and a Cellophane wrapping, she'll pay \$2 in the infants' wear section, and think nothing of it."

Another logical outlet for baby products which has not yet been fully developed is the drug store. "We believe so strongly that the druggist should feature baby merchandise," said Robert W. Rodman, managing editor of *Druggist's Circular*, "that for the past five years we have devoted an annual issue to the merchandising of baby products. There are 27 drug items, 41 sundries, four types of food sold under 18 to 20 brands, and seven toiletries that the average pharmacy sells for the baby's use. Every baby should have a 'layette' from the drug store, consisting of such items as antiseptic lotions, boric acid, cod liver oil, rubbing alcohol, absorbent cotton, rattles, adhesive tape, brushes, fine tooth combs, manicure scissors, powder puffs, safety pins, wash cloths, teething rings, baby creams, powder, and soap."

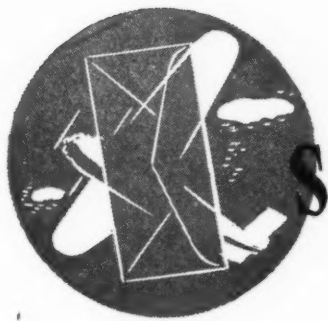
This magazine also suggests that the druggist circularize mothers in his community, sending them helpful charts, booklets, etc., since it is an accepted fact that a mother willingly reads literature dealing with child care. The druggist's cooperation with local doctors and nurses is also recommended. Asking their advice as to what items to stock, for example, and sending customers to them.

The List Is Endless

Lack of space prevents including in this article information about the sales of baby carriages, thumb guards, baby books, nursery lamps and furniture, prepared milk, sterilizers, baby scales, and hundreds of other products used by infant consumers. That same lack of space also forbids a discussion of many interesting sales plans; of insurance policies for babies to mature in time to finance their college courses; and Twin Insurance, the growing retail custom of furnishing an extra layette for the extra, unexpected arrival.

It would be interesting, too, to speculate upon baby sales appeal as an entering wedge to get a product into the home, where, once in, it is used by the entire family. Thus, it is no accident that year after year Sunkist orange advertising is concentrated on the child health theme. Another example is Ivory Soap's "If it's good enough for baby, it's good for you, too."

SALES MANAGEMENT



SALES LETTERS

BY MAXWELL DROKE

Fake "Contests," With Ways That Are Dark, Still Bloom

Now and again, I have made caustic comment in these columns concerning the rash of fake contest schemes, of one sort or another, that are currently launched in the public prints and furthered through the mails.

Comes now one of my correspondents with new evidence of apparent chicanery. On the 8th day of March, this gentleman clipped from a Sunday newspaper one of these contest announcements. This particular advertisement featured a \$2,500 prize



Maxwell Droke

award for identifying 13 faces in an accompanying illustration. Our investigator sent in the form, but identified no faces. A few days later, he received an acknowledgment—a facsimile hand-written letter:

"My dear Friend:
"Your quick answer to my announcement has come to my personal attention.

"That is a good beginning—Great for you!

"I was glad to see you were quick in answering, because it shows you have the real spirit winners are made of."

The letter then goes on to announce a super-super opportunity that is just in the offing—full details to follow soon. "It may mean a FORTUNE to you if you are prompt."

March 15th brought a second mailing, with tidings of great joy which, judging by the patently processed form of the letter, were to be if not to all men, at least to a considerable multitude:

"My dear Friend:

"My congratulations to you! You have been AWARDED 50,000 Inaugural Prize Votes for your answer. Enclosed is your Grand Certificate which certifies your score toward the marvelous \$2,500.00 First Grand Prize, which may mean success and independence for you. You have a splendid start toward Success! Take advantage of this big opportunity quick!"

This happens to be a toilet article peddling scheme. I haven't the space here to detail the proposition. Most of these contest stunts are basically the same, anyway. But I would like to share with you the President's confidential explanation of why this huge Prize Fund is being paid out:

"If you receive a Buick Sedan and \$1,250.00 in cash you would be mighty proud of your SUCCESS, wouldn't you? Many people in your community would hear about it. Quite naturally, they would also be talking about my company, and I would have many new friends. Therefore, it would be a big help to us in your com-

munity if you are awarded a Buick Sedan and a lot of money. That's why I would like to see you win a Buick Sedan, because I would like to have a real booster around where you live."

The sundry products sponsored by this house may be of acceptable quality (although I stand upon my constitutional right to entertain a reasonable doubt on that score). But this is not the point. The advertising is manifestly unethical, unfair and grossly deceptive. I cannot see how or why it has so long endured. It may be argued that no adult in possession of all of his marbles would fall for such bunk—and that the others don't matter much any way. But here, again, we argue fallaciously. Full half the protective activities of a beneficent government are concerned with thwarting the more cerebrally alert amongst us from pouncing upon the sacred rights and hoarded savings of the mental midgets. Why this glaring exception remains immune is rather beyond me.

At Last: Remarkable Candor Instead of Hollow Zing-boom

Well, it seems that I shall not have to wait until millennial morn to view a letter of the refreshingly frank pattern to which I referred in these columns as of March 1.

Mr. R. E. Herbert has courageously pounced upon the idea I ventured to propound, and has built an excellent letter around it. The letter, I am told, is to go to 300 manufacturers and dealers handling power plant supplies. I am especially interested because it demonstrates the way in which a letter intended to meet one situation, may be readily adapted to another quite different purpose:

"As you will note on the attached folder, arrangements are being made for the exhibit in connection with the State Convention of the National Association of Power Engineers.

"We think it will be a good show—the best we can produce. But then it's our baby, and we're naturally prejudiced. Other organizations have good conventions—and think well of them. Some of them may even have a slight edge on us, but we wouldn't relish the job of trying to convince our Association on that point.

"At any rate, here are some reasons why our members believe you should at least consider the opportunity to exhibit your products at this Convention:

—This is the first local exhibit of its kind the operating engineers of Rochester have sponsored for 15 years.

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

—It comes at a time (the end of the heating season) when the engineers are focusing attention on changes and overhauling required in their plants for the coming year.

—Your representative will be able to contact and demonstrate your products to the men who actually specify and use them.

—A preliminary survey of our members indicates that more new equipment and replacement supplies will be purchased this year than at any time in the last eight years.

—An exhibit space allows you to make demonstrations which would be impossible to present to individuals, even if you could afford to spend the time and money involved.

"In addition to our own members and delegates from all associations in New York State, invitations have been sent to over two thousand licensed operating engineers in the city, and all the local engineering societies. . . ."

These are indeed sound reasons for action, well and logically presented, and I wish the Rochester group every success in their promotion.

Visualize Mail As It Arrives, Not As It Leaves Your Office

My good friend, E. M. Schroeder, of Brass Products, Inc., sends me a beautiful piece of direct mail, issued by Steel Sales Corp., of Chicago, with this comment:

"The manager of our subsidiary, Brass Products Co., handed me the enclosed, remarking:

"Isn't it a shame! A fine piece of advertising like that, ruined in the mail. I bet they spent a lot of money putting that out, and look at the condition it comes in!"

"Well, it was pretty deplorable, as you'll readily admit. The large envelope was heavily creased in the middle; the effectiveness of the presentation wholly ruined.

"I asked if the envelope was marked 'DO NOT FOLD.' He dug it out of the waste basket and found there was no notation to the mail man. So why shouldn't he fold it?"

"This ought to be a lesson to advertising executives who make enormous outlays for promotional work, with little thought given to details after the art work leaves their hands.

"Why in Sam Hill don't they follow the thing through, instead of handing it over to someone else to mail out as they see fit? For want of a simple printed notation—or a 30-cent rubber stamp—the effectiveness of an advertising campaign was lost!"

It's all very well to gaze fondly at a mailing piece just as it comes dewy-fresh from the layout man or later from the printer. Unfortunately, your eyes and opinions are not those that count. The man to whom you are trying to sell is He Who Must Be Pleased—and he never sees the crisp, clean, non-dog-eared and uncrumpled copy. And it's easy to take precautions.



Do S. B.'s Study Visibility?

BRASS E. TACKS care SALES MANAGEMENT: I read with much interest your article, "Advertising Rate Problems That Give Space Buyers the Willies." What prompted me to write is your statement, "Maybe there are explanations for these variations. I don't know."

You have undoubtedly heard it said, "You get just what you pay for no matter what you buy." With few exceptions this holds true in buying newspaper space. There are a great many factors that enter into the cost of publishing a good newspaper that are not reflected in the figures of Standard Rate & Data. Successful space buyers know this and look a little deeper than mere figures of rates, circulation and population.

It costs considerably more to run an open paper with a high percentage of reading matter, that gives to each advertisement the utmost reader attention, than it does a paper with 70 or 80% advertising to a page with many advertisements "buried."



"I'VE LEARNED A NEW WAY TO ADVERTISE— and Make Friends!"

"I started to use Autopoint Pencils as advertisements because I knew that my sales message, stamped on an Autopoint, is never thrown away. It is seen many times a day. Now I've found another reason for using Autopoints to tell my sales story. I've found that these handsome, trouble-proof pencils make real friends for me! My gift Autopoints pay—in friendships as well as sales."

Send today for the new book "The Human Side Of Sales Strategy." Find out about Autopoint's exclusive mechanical advantages, and the methods 5000 leading firms have used, to make sales through these finer pencils. Samples on request. No obligation.

AUTOPOINT COMPANY, Dept. SM-4
1801 Foster Avenue, Chicago, Ill.

Autopoint
The Better Pencil

FREE!



I wish you would take the various papers that you have listed and inspect them in regard to percentage of news vs. advertising space. Then compare the circulation and rates.

H. T. RILEY,
The Springfield Newspapers,
Springfield, Mass.

To Which Mr. Tacks Replies:

My guess is that no more than one space buyer in fifty buys "visibility." True, it should be a factor. But, usually, it isn't.

In fact, the opposite is more often true. Top lineage will attract more lineage. Dozens of national advertisers will parade sheep-like into one sheet simply because "everyone else does." Ask any second paper solicitor.

The retail grocery lineage lead can bring in two hundred thousand general lines even though it may amount to only 10%. The department store lead and drug store lead can do almost as well.

The angle of "visibility" receives no more attention than "calorie content" does when Joe buys Joan a soda.

Should it? Surely! But will it ever? I doubt it! S.b.'s are too cautious and a.m.'s are too courteous!

Theoretically yours,
BRASS E. TACKS.

Sunkist Says A. M. A.'s Journal Editorial Inaccurate

Editor, SALES MANAGEMENT:

A complete review of a recent attack of Sunkist advertising in the *Journal of the American Medical Association* in which four "inaccuracies of statement" by the Medical Journal are pointed out and refuted, has recently been released by Sunkist to all its division managers, dealer service men and shippers. . . .

The most vital error arises from a careless comparison by the A. M. A. editorial writer of two reports of recent vitamin studies made on oranges: The first study made for Sunkist by three independent laboratories and reported at the Pittsburgh meeting of the American Chemical Society; the second made by United States Department of Agriculture.

"Actually," Sunkist points out, "both these reports are in complete agreement as to the Vitamin C superiority of California navel orange juice over Florida orange juice."

"The government report (which the A. M. A. correctly terms unbiased) gave California navel orange juice a 24% vitamin C superiority over Florida orange juices tested, while Sunkist's researches show the superiority to have been 22%."

"An incorrect interpretation was placed on the Department of Agriculture's figure," says Sunkist, "because the Department tested the juice of only the Florida Valencia

and Pineapple oranges—two varieties composing only about 56% of the Florida crop.

"Combining the figures arrived at by the government investigators for the two Florida varieties," continues the bulletin, "the average vitamin C content per cc. of Florida juice is .468 mg. compared with the .58 mg. which they found in California navel orange juice—or 24% more Vitamin C for the latter. This figure is 2% higher than are Sunkist's claim for Vitamin C superiority because Sunkist's two year tests were based on all eleven varieties of Florida oranges in the volume ratio that they are found in domestic consumption."

"Also, the government tests apparently were made only on 294 oranges, while Sunkist's two year studies included 16,758 oranges . . ."

The bulletin also calls attention to two misquotations made by the medical journal editorial. "The editorial alleges that we say Sunkist navel oranges are 22% richer in Vitamin C." This is incorrect, states the bulletin, pointing out the fact that "all of our copy says 'Sunkist navel orange juice is 22% richer in Vitamin C than Florida orange juice.' This is a vital difference. We have claimed, and correctly so, that Sunkist navel orange juice, glass for glass, is 22% richer in Vitamin C. We use this interpretation because people 'drink a glass of orange juice,' not 'drink an orange.'"

The second misquotation Sunkist states occurs where "the editorial states that Florida oranges contained .53 mg. of ascorbic acid (Vitamin C) per cubic centimeter. The correct figure is 0.49 mg. for Florida orange juice in comparison with 0.60 for California navel orange juice. When carried to several decimal places, the difference is 21.83% in favor of Sunkist."

California Fruit Growers Exchange,
San Francisco, Calif.

Dubonnet's 5 Billion

Editor, SALES MANAGEMENT:

In your article entitled, "How Advertised Products Break into the News" in *SALES MANAGEMENT* last month, you overlooked a very stylish youngster—Mr. Dubonnet, the curious looking automaton who symbolizes the great French Aperitif—Dubonnet.

Through the medium of fashion shows and fashion tie-ups, Dubonnet was designated about two years ago as a standard color; since then it has been quoted and used in virtually every newspaper and magazine in the United States. Last Easter there was hardly a newspaper in the country that did not carry a story to the effect that Mrs. Franklin D. Roosevelt's wardrobe included a Dubonnet blouse.

Our Dubonnet scrap book contains four or five billion clippings; if you doubt it, send somebody over here to count them.

LEON BRIN,
Advertising Manager,
Schenley Import Corporation,
New York.

Squibb's Slogan

Editor, SALES MANAGEMENT:

There's nothing startling in your survey showing the Lifebuoy slogan as best remembered. Squibb's least, for we have not used the "guard the danger line" slogan in a real campaign for almost ten years. We have used one or two ads now and then containing that slogan, but as for real campaigns, nothing has been done since 1927.

C. P. HERRSCHAFT,
Manager Dept. of Market Research,
E. R. Squibb & Sons,
New York.

SALES MANAGEMENT

Organization News

San Francisco

The San Francisco Sales Managers' Association, one of the oldest sales organizations in the United States, last month celebrated its silver anniversary. On the occasion, the Association honored its founder and first president, George H. Eberhard, president, George H. Eberhard Co., and the ten who succeeded him as head of the organization from 1912 through 1929.

At its anniversary meeting the club heard Mr. Eberhard tell "How and Why the Association was Organized," and six short addresses by recent past presidents. Garnet Weigel, president of the club from 1930-31, spoke on "A Sales Meeting a Day—That Works"; Richard Hilliard, 1931-32, "How to Develop That Better Salesman"; Frank J. Kelly, 1932-33, "Improving Results by Reducing Transportation Expenses"; Harrison F. Anderson, 1933-34, "Radio Advertising"; George W. Davis, 1934-35, "The Economic Situation"; and P. A. Rowe, 1935-36, "The Zone Plan of Distribution of the Hamilton Watch Company."

The ten "Old Timer" past presidents, who served terms from 1912 to 1929, and who were similarly honored with Mr. Eberhard, included: Charles H. Victor, R. M. Alvord, Howell H. Ware, R. D. Quinlan, A. W. Scott, F. E. Boyd, Harry Slocum, Dan Bosschart, Hugh M. Crawford, and Guy Colvin.

New York

At the third symposium meeting of the Sales Executives Club of New York last month, members heard H. O. Whipple, New York sales manager of the National Cash Register Co., discuss "Sales Training Methods that are Ringing the Cash Register for National Cash Register Co." Mr. Whipple illustrated his talk with portfolios, sales manuals and visual selling aids that have made his company's sales training plan famous.

Also on the program were Percy H. Whiting, president, W. R. Bull & Co., who spoke on "Making the Clucks Click," and Richard C. Borden, Borden Co., who talked on "Getting in the Door."

By popular request, the New York Sales Executives Club brought to its March 22 meeting, Arthur W. Ramsdell, director sales training, Burroughs Adding Machine Co. Mr. Ramsdell spoke on "Profitable Selective Selling," a subject which he discussed before the National Federation of Sales Executives at its annual convention last December.

Milwaukee

Bennett Chapple, vice-president, American Rolling Mill Co., and former president, National Industrial Advertisers Association, was guest of honor at a special dinner held by the Milwaukee Association of Industrial Advertisers last month at the Milwaukee Athletic Club.

At the meeting Mr. Chapple outlined the organization and growth of NIAA, and spoke of the importance of the national group to individual local members. He pointed out the advantages of close contact between executives and men on the payroll, and the value of selling the personalities of companies as well as their products.

The Milwaukee Sales Managers Association met last week to hear Charles W. Ward, Business Administration department, Northwestern University, talk on "Tapping

the Younger Market." Also on the program was Leland D. Case, editor, *Rotarian* Magazine, who spoke on a phase of merchandising and advertising little known outside the inner circles, "Reader Interest Surveys."

Salt Lake City

William J. O'Connor, general manager, American Smelting & Refining Co., was the principal speaker before the Sales Managers Club of Salt Lake City, March 19. Mr. O'Connor discussed what mining means to Utah.

Rochester

The second sales film clinic, sponsored by

the Sales Managers Club of Rochester, was held on March 12, in connection with a buffet supper. Sales films shown were "Three Ways to Win," by the Armstrong Cork & Linoleum Co., and "Waves of Influence," Frigidaire Division, General Motors Corp.

Francis D. Bowman, advertising manager, Carborundum Co., spoke before the last meeting of the Rochester Sales Managers Club. The subject of Mr. Bowman's address was "Radio—a Continual Sales Builder."

Scheduled as guest speaker for the April 2 meeting of the Rochester club is K. B.

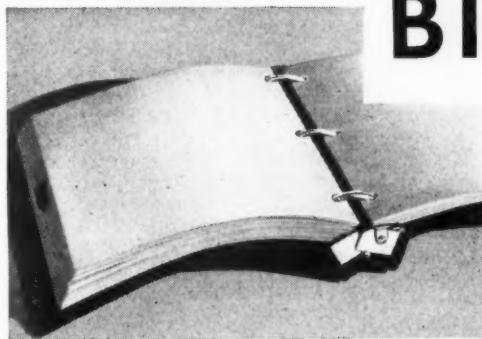
HOLD EVERYTHING

IN THE NEW

Burkhardt

LOOSE-LEAF

PRONG BINDER



STURDY

QUICK
ACTION

FLAT
OPENING

For Sales, Catalogs, Service Parts, Data, Promotional Literature, and all other Loose Leaf Binding Problems.

Test Offer

So that you may appreciate the many advantages of prong binding over other types of loose leaf binding, we want you to see and inspect this sensational flexible Prong Binder on 10 days' free trial. We offer 1 only—(No. 3—490-Sheet size, 11 x 8½", full one-inch capacity with standard 3-hole punching, bound in black leathercloth) at a price of \$1.40. Flexible covers also available in 1½" and 2" capacities. Stiff covers in 1", 1½", 2" and 3" capacities.

BINDERS TO AMERICAN BUSINESS

THE BURKHARDT COMPANY

545 Larned Street

Detroit, Michigan

Magazine and Radio Expenditures

(March and year to date—in thousands of dollars)

Compiled for SALES MANAGEMENT by Publishers' Information Bureau, Inc.

Class	NATIONAL MAGAZINES				RADIO			
	March		January-March		February		January-February	
	1937	1936	1937	1936	1937	1936	1937	1936
1. Automobiles	\$ 986.0	\$ 1,504.0	\$ 2,628.1	\$ 2,732.4	\$ 551.5	\$ 369.9	\$ 1,168.9	\$ 708.3
2. Auto Accessories	407.0	452.2	704.3	796.3	102.0	411.3	205.1	826.6
3. Clothing	650.3	502.7	1,266.5	975.8	24.5	34.0	54.2	62.8
4. Communication	109.3	87.0	222.9	181.1
5. Electrical Household Equipment	393.7	402.9	619.1	615.2	64.7	7.9	100.1	15.8
6. Electrical Structural Equipment	145.2	63.9	257.5	172.6
7. Financial	315.4	377.1	723.8	796.1	68.5	48.5	142.9	83.9
8. Foods	1,689.0	1,653.8	3,943.0	3,757.7	1,041.7	842.3	2,156.9	1,752.0
9. Food Beverages	384.3	359.6	775.4	806.2	463.5	373.5	968.1	731.4
10. Beer, Wines and Liquors	512.0	288.7	1,208.4	661.5	8.7	18.1
11. Confections	57.3	124.9	94.6	164.3	126.0	106.4	257.2	232.5
12. House Furnishings	469.6	284.9	890.5	607.5	3.4	28.7	6.9	59.2
13. Kitchen Supplies	272.5	141.7	479.3	251.2	7.8	48.9	9.1	99.2
14. Soaps, Cleansers	400.7	493.2	1,026.8	1,161.1	405.6	218.4	777.7	412.1
15. Jewelry, Clocks, Watches	28.7	37.3	76.2	73.3	16.0	11.3	35.8	23.5
16. Machinery	89.3	50.0	199.4	118.8	24.2	53.5
17. Office Supplies	210.7	177.3	410.0	317.2	102.9	211.6
18. Publications	174.6	156.2	429.7	376.6	54.2	19.9	114.7	42.5
19. Radios	98.6	175.6	245.2	345.2	241.3	96.8	527.1	189.6
20. Smoking Materials	753.4	542.0	1,707.9	1,315.8	436.4	338.8	857.8	697.7
21. Sporting Goods	241.1	157.3	461.8	413.8
22. Structural Materials	135.5	87.3	249.6	181.5	30.9	17.0	60.4	41.1
23. Structural Fixtures	273.2	138.9	354.4	220.3	11.1	74.6	25.0	140.9
24. Toilet Goods	2,164.4	1,575.8	4,357.7	3,219.6	1,009.2	976.0	2,077.3	1,914.4
25. Medical Supplies	1,036.9	880.6	2,511.7	2,109.5	565.7	502.1	1,179.2	1,010.0
26. Travel and Accommodations	587.6	478.0	1,220.9	924.6	14.3	9.1	34.9	14.1
Miscellaneous	1,333.8	1,292.4	3,098.4	2,810.4	442.0	146.5	943.8	255.8
Total	\$13,921.3	\$12,477.5	\$30,164.4	\$26,106.7	\$5,714.4	\$4,785.8	\$11,775.8	\$9,526.3
% Increase		3.56		15.54		19.41		23.61

Note—The National Magazines checked total 108 publications, 16 weeklies and semi-monthlies for February and 92 monthlies, including *Vogue* for March. All figures are based on one-time or single insertion rates.

Note—Network Radio Broadcasting figures cover national or chain broadcasting carried over the networks of the National Broadcasting Company, Columbia Broadcasting System and the Mutual Broadcasting System. The figures cover facilities only and do not include talent.

Mitchell, division sales manager, Western Union Telegraph Co., who will speak on "Sales Service Today."

St. Louis

More than 1,500 salesmen and sales managers have enrolled for the 1937 series of salesmen's evening meetings, conducted under the auspices of the Sales Managers Bureau of the St. Louis Chamber of Commerce, it is reported by the Bureau's president, E. E. Osterkamp. The second meeting of the series is scheduled for April 16, with G. E. Stedman, vice-president, Cramer-Kraselt Co., as the guest speaker.

Chicago

Coach Lynn Waldorf, Northwestern University, last week spoke before the Chicago Sales Executives Club. In his talk, "Picking Men to Win," Coach Waldorf brought out the fact that good salesmen and championship football players have much the same qualities—courage, fight, ability to learn and remember, physical and mental speed.

Philadelphia

At its March 15 meeting, the Sales Managers' Association of Philadelphia heard Dr. Harold P. Alspaugh, acting head, Marketing department, Temple University, speak on "Increasing the Use of Sales Manuals." Said Dr. Alspaugh: "It is com-

monly agreed by sales managers that salesmen fail to use their sales equipment and especially their sales manuals for the maximum benefit to themselves or their company. In view of the large sums of money spent each year for sales manuals it appears that it would be expedient for concerns to employ every available method to encourage their salesmen to use their manuals continuously."

Recently enrolled Executive Members of the National Federation of Sales Executives include: Charles W. Knapp, director of sales, Keystone Varnish Co.; W. F. Heinicke, Schering Corp.; A. E. Ward, Utility Management Corp.; J. D. Underhill, vice-president, Okonite Co.; Paul S. Lewis; J. N. Milnes, sales manager, Oneida, Ltd.; L. D. Warren, Hygrade Coal Co., Inc.; C. E. Lightfoot, Barrett Co.; N. Tufts, vice-president and general manager, New England Box Co.; Julius Klein, Klein & Saks; P. W. Combs, Sr., advertising manager, Pennsylvania-Dixie Cement Corp.; William H. Ensign, Columbia Broadcasting System, Inc.; J. J. McClellan, executive vice-president, William L. Gilbert Clock Corp.; William H. Patton, sales manager, Oldetyme Distillers, Inc.; W. C. Burns, president, Richfield Oil Corp. of N. Y.; J. J. Shepherd, sales agent, The D. L. & W. Coal Co.; E. W. Kelsey, division manager, Bostitch-Boston, Inc.; Ralph R. Patch,

president, The E. L. Patch Co.; H. J. Samuelson, United Feed Co.; Franklin B. Hurd, advertising director, the Providence Journal; J. F. Early, general sales manager, Postal Telegraph Sales Corp.; Lou C. Mourey, Jr., Becton, Dickinson & Co., E. T. T. Williams, sales manager, Becton, Dickinson & Co.; John G. Halpin, Wise Shoe Co., Inc.; Guede Coghlan, Distribution Engineering; Roger Kenna, sales manager, Marlin Firearms Co.; C. J. La Fleur, secretary, Kasco Mills; Gilbert T. Hodges, the New York Sun; P. W. Chantler, assistant sales manager, Tioga Mills, Inc.; H. A. Speckman, sales manager, McCandlish Lithograph Corp.; R. R. Gockley, manager, sales department, Dairymen's League Cooperative Association, Inc.; and J. W. Hangartner, Isaly's, Inc.

Correction

In the March 1 issue of SM the "Magazine and Radio Expenditures" tabulation, companion piece to the one at the top of this page, incorrectly stated in the subhead that figures were printed "in thousands of dollars." In that tabulation—though not in the March summary printed above—whole figures were used. Thus, for example, total expenditure for national magazine space for January-February, 1937, was \$16,243,103 and not the more than 16 billion dollars our subhead implied.

SALES MANAGEMENT

Science and Salesmanship Up Devoe Housepaint Sales

(Continued from page 618)

Post, Collier's, American Magazine, American Home, Better Homes & Gardens and a half dozen trade and architectural papers will be used.

A line in consumer copy tells dealers that "Devoe Franchises are still available in some communities," and a coupon—omitting "blotter tests"—offers a book which "answers your own paint problems."

The layout of each ad is a serial story in pictures. Take, for instance, the experience of R. M. Cheseldine of Port Washington, N. Y., told in a page in the current *American Home*. He "saved \$62.50 and got a better paint job." Mr. Cheseldine is shown asking his neighbor about his paint job under the two-coat system. Then Russell Rode, dealer, explains "this new kind of paint" to Mrs. Cheseldine. The painter is shown at work, and then the repainted house. The story, of course, has a happy ending. The Cheseldines, smiling broadly, emphasize how "tickled" they are with the job.

From this bright "new" home on Long Island to Dr. Long's molecules in Louisville is a long jump. But it emphasizes what happens when science and salesmanship team up—to buck depression and prejudices.

Marketing Flashes

(Continued from page 649)

City Airport, turn the car keys over to a porter and know that the car will be waiting on their return, lubricated, tinkered-up or cleaned. Henry Schmid & Sons, Packard dealers, have opened a service and storage station there for all makes of autos.

Now if some big-hearted corporation would offer to change typewriter ribbons for bungle-fingered humanity we'd know that the Year of Jubilee had arrived.

C(c)ellophane Argument

Sylvania Industrial Corp. takes three-quarters of a page in *Time* to depict a man reaching into his vest pocket for a "fresh cigar. It's protected, and I happen to know that the transparent wrapper is Sylphrap, the Sylvania cellophane."

Further over in the same issue another cigar smoker holds up "what saves that good aroma": "Cellophane protection, which keeps cigars fresher, and prevents pocket breakage—yet still lets smokers see the color and quality of the leaf. . . . 'Cellophane' is the

registered trade-mark of E. I. du Pont de Nemours & Co."

Identical claims in the same issue of a single publication. Jiminy Crickets, (crickets) gents, can't you decide on upper or lower case Cell (cell) o-phane?

Personal and Personnel

Walter Jackson, for the last eight years assistant to the v.-p. of Chesapeake & Ohio and Pere Marquette railroads, has been appointed ad. mgr. of the two lines. He has moved his office from Washington to Cleveland, where

he will work under President W. J. Harahan.

James M. D. Worrall, recently in charge of the New York office of Proctor & Schwartz Electric Co., has been appointed eastern s.m.

Roy W. Johnson has been appointed s.m. of General Electric's new household appliances division. It will be responsible for devices developed by GE for which there is no immediate large domestic market. In the new section such appliances will be given individual attention and market exploitation.



AIR EXPRESS
THE FASTEST WAY TO SHIP

ZING!... Rush your shipments by AIR EXPRESS—2500 miles overnight, with prompt delivery next morning. Complete, nationwide service between 216 cities, in the United States and Canada. Also direct to Honolulu, Guam, Manila and 32 Latin-American countries. Low, economical cost. Pick-up and delivery without extra charge. For service or information, phone any office of RAILWAY EXPRESS.

AIR EXPRESS
DIVISION
RAILWAY EXPRESS
AGENCY, INC.

Sales Producing Window Displays



Your window displays are your most intimate point of contact with the consumer public, where the interest created by your other advertising is crystallized into buying action. The sales results depend on the location, character and timing of the displays.

Advertisers who place their window display installations in our hands receive the choicest locations, with all displays of uniform excellence and installed on time. That's why we handle over 56% of the country's window display installation business.

For a copy of "Window Advertising" and list of our 142 Associate Offices, covering 6,087 cities and towns, write

WINDOW ADVERTISING, INC. AND ASSOCIATES
175 Fifth Avenue, New York 560 W. Lake Street, Chicago

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER



**ENJOY THE BEST IN
NEW YORK**

The Ambassador offers you a truly fine hotel, a distinguished address and a convenient location. Single rooms from \$5.00 Double \$7, Suites \$10.00

Ownership Management
J. C. Thorne & L. I. Atkinson

*The Hotel
Ambassador*

PARK AVE • 51st to 52nd Sts.
NEW YORK



PHOTOSTATS

**COMMERCE PHOTO-PRINT
CORPORATION**

1 WALL STREET

233 Broadway 56 Pine St.
80 Maiden Lane 33 W. 42nd St.

Digby 4-9135-6-7-8

THE IDEAL GIFT



CLIPSHAVE—Electric Shaver

Retail Price \$10.00. Write for quantity prices. Millions of people will want this modern, nationally-advertised electric shaver. A treat for tough beards. No lather—no blades—never gets dull—AC or DC. Guaranteed one year. Ideal for men or women. We carry large stock of gift and prize merchandise and are prepared to get out your prize catalog and make individual shipments in your name.

Write us about your problems.

BENNETT BROTHERS, INC.

417 Fifth Avenue New York, N. Y.

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Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Sales Principles in Package Design Analyzed by Bakelite

"A Guide to Modern Packaging," a 50-page book recently published by Bakelite Corp., is a distinguished contribution to the published information available on this subject. Sales and advertising executives will find in it not merely a highly interesting assortment of illustrations of outstanding containers, but—even more important—a brass-tacks study of the principles involved in using package design to increase sales appeal. It has been planned and written for the user of packages who is creating a new package or improving an old one. Its yardsticks of package design—20 principles which should be considered in measuring the selling power of a package—apply to practically all types of packages, whether or not Bakelite is used in their construction. Close study and application of these 20 points, provided in check list form on two facing pages of the book, should amply repay the time of any executive. They are based on the experiences of manufacturers in all lines, and are generally used by the Bakelite organization in its design service. Specific points further discussed include considerations involving size of package, shape, general design factors of definite sales value, color, use of pictures or pattern designs, package copy, use of inserts, typography or lettering, use of protective coverings, sales value of construction, sales appeal of closures, dual use packages.

The second section of the book includes eight specific cases where Bakelite packaging was used with definite sales objectives: American Safety Razor, Hickok Manufacturing Co., J. Bird Moyer Co. (dental bands), Ransom & Randolph Co. (dental burs), Schnefel Bros. Corp. (LaCross), La Insular cigars, Pioneer Suspender Co., and Cooper & Cooper (razors).

Copies will be sent on request to Allan Brown, Bakelite Corp., 247 Park Ave., New York, N. Y.

WOR Sings of Sales in Its N. Y.—Philadelphia Market

Can you imagine a 64-page book, teeming with figures on homes, counties, income and retail sales, being written in a "moment of concentrated glee"? Neither could we, even granting the best intentions of the most gifted of promotion men. Yet there have been a few statistical market treatises whose pages fairly danced, and in the dancing the statistical story gained strength. Such is "Of These We Sing," latest and most fascinating story of the nation's largest market, New York-Philadelphia, as served by Station WOR.

Material is presented in four sections, starting with the radio listener and visu-

alizing in turn his home, his family, the money he spends for food, drugs, clothes, etc., and finally the city in which he lives. To detail just one of these sections—for all the 63 counties in the WOR Guaranteed Area you will find spendable money income, income tax returns, postal receipts, residence telephones, and passenger car registrations. Sound exciting? Probably not, but somehow the figures are alive. What's more, they are in serviceable array, and along with the other statistics in the book they have been designed to serve not only as a smashing selling job for WOR but also as a working tool for the marketing executives concerned with distribution in this area. Cities are listed in groups of 100,000 and over; 25,000 and over, and 2,500 and over (addition of counties here would have helped). Area maps, including day and night service areas, add color.

The book is beautifully printed, 9" x 12", with enamel coated board cover. It has been distributed to radio advertisers and agencies, but if you were missed and are interested in this market, send request to Joseph Creamer, Station WOR, 1440 Broadway, New York, N. Y.

How to Sell Midwest Farmers

Probably most advertisers distributing in the mid-western states and going after farm and small town business have used at one time or another the data book information available through the media serving this area. For anyone who is not familiar with such material, we note here the Data Book and Post Office Circulation Count manual provided by the Midwest Farm Papers, for the areas served by the *Nebraska Farmer*, *The Farmer* (St. Paul), the *Prairie Farmer* (Illinois and Indiana), *Wallace's Farmer* (Iowa), and the *Wisconsin Agriculturist*. Territories are broken down by counties, showing total population, urban population, small town population, farm population, number of farms, subscribers to the specific farm paper served through listed post offices. The state totals, together with additional data on sources of farm income, complete a study which is designed to be used by the manufacturer's or jobber's salesmen in showing dealers the influence of advertising in these publications in their local areas. Requests to Earl Swalley, Midwest Farm Papers, 6 No. Michigan Ave., Chicago, Ill.; or Willard R. Downing, Midwest Farm Papers, 250 Park Ave., New York, N. Y.

Liquor Law Digest Available

Those who are interested in the liquor laws of the various states and in the cost of doing business in those states from the standpoint of licenses and taxes should be interested in the liquor law digest published by *Mida's Criterion*. The digest includes advertising restrictions, tax rates, annual license fees, type of control, warehouse receipts, out of state firms, containers and local option. It is arranged in alphabetical order according to states and gives ready reading reference to the many conditions with which an exporter into each state is confronted. Requests to H. P. Gillette, Gillette Publishing Co., 400 W. Madison St., Chicago, Ill.

Heavy Duty Cover Stocks

A recent addition to the cover stocks available for covers and display jobs demanding "tough" materials is the line of "Dura-Glo" covers produced by Hammermill. Samples in five colors show a heavy glossy-finish stock, in vivid yet durable surface which is said to be soilproof, crack-proof, waterproof and greaseproof. Recom-

SALES MANAGEMENT

mended for catalog covers, charts, window cards, counter displays, among other uses. Samples sent on request to R. B. Keller, Hammermill Paper Co., Erie, Pa.

Again Grit Tackles Small Town Advertising Problems

On another page in this issue is a forthright article, by Phil Salisbury, on the small town and rural market. For any advertiser or agency man who has distribution problems outside the city markets—and most do, if they follow their jobber salesmen far enough—that article is well worth digesting. And while at it, add to your collection of *Grit* market booklets the latest in the series, "Ask Any Mr. Crandel." Mr. Crandel is the crochety manager of an upstanding small town store, who blasted the advertising schedule of the Acehigh Products Co. wide open by questioning the penetration of that mythical schedule into the homes of his neighbors and customers. There's a sales manager, who hit the trail with his distributors' salesmen, and who does most of the talking in this booklet. The advertising manager listens, explains some intricacies of circulation, looks for a solution. *Grit* offers a suggestion. Ought to fit a lot of actual marketing problems.

Reading time, about one minute. Ask: Charles Lamade, *Grit*, Williamsport, Pa.

Minnesota Farm Income Soars

In the third annual Minnesota Business Map, issued last August by the newspapers, radio stations and *The Farmer* of Minneapolis and St. Paul—or, if you prefer it, St. Paul and Minneapolis—a most conservative prediction was made of a \$40,000,000 increase in agricultural income for the year 1936. It now appears that the increase was over \$78,000,000, and that Minnesota business in all lines is correspondingly up. A folder giving income and business facts of the market, just issued, will be sent on request to any of the cooperating media—Minneapolis *Journal*, *Star* or *Tribune*; St. Paul *Daily News*, *Dispatch-Pioneer Press*; Radio Stations *WCCO*, *KSTP*, *WTCN*; *The Farmer*, St. Paul.

How Space Buyers Rate Media Shown in Ross Federal Survey

Results of a survey on reactions of advertising space buyers to various publication data prepared by magazines has just been released by Ross Federal Research Corp. in the form of a booklet entitled "As the Space Buyer Sees It."

In the belief that media frequently place emphasis on publication data which are of comparatively slight interest to space buyers, Ross Federal contacted 107 advertising agencies from coast to coast for the information preferences of their space buyers. Although the study is necessarily specialized in nature, the findings undoubtedly constitute a significant and unmistakable measure of the value of various kinds of publication data to those charged with the selection of advertising media.

The average space buyer, the study indicates, is primarily interested in data about readers (age, sex, income, habits, etc.); the

number and geographical distribution of readers; and the nature of the magazine (price, editorial policy, etc.).

The booklet shows a complete percentage breakdown and analysis of the findings. Of interest to anyone connected with the purchase or sale of advertising space, the booklet may be obtained without charge on request to W. S. Faron, Ross Federal Research Corp., 6 East 45th St., New York City.

New Light on Decalomania

A book which is positively fascinating in its brilliant and convincing description of a little understood product—decalomania—has recently been published by the Meyer-cord Co., and is hereby recommended to one and all who are unacquainted with the many applications of this service. From the company identification of the largest railroad locomotives to the snake-skin finish on women's shoes, from the more familiar window signs to product designs and emblems, decalomania is shown to perform an astounding variety of sales-advertising jobs. A mere listing of sectional headings

will illustrate: Top-of-window valance signs; window and door signs; truck transfers; transfer nameplates (from grand pianos to outboard motors); oil paint labels; furniture decorations; veneer and marble decals as used in all manner of products, from metal grave vaults (simulating marble) to cigarette cases (simulating leather, wood, etc.); ceramic decals, as fused into porcelain enamel; premium decals, with subjects fascinating to children and adults alike, utilizing popular cartoon subjects and other wholly decorative designs which may be used in many ways as premiums; store interior signs on wood plaque; oil industry identification decals for tanks, trucks, drums, pumps, etc.; transportation equipment identification, railways, trailways, airways. The entire book is richly illustrated, and concludes with an illustrated description of the complete plant and creative facilities. Sales and advertising executives will find it suggestive not only of routine identification use of decalomanias, but of wide application to product improvement. Address H. C. Castle, Meyer-cord Co., 208 W. Washington St., Chicago, requesting "Decalomania."

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

OPPORTUNITY! for a capitalist with VISION

In these days of mass production and mass distribution, certain trends are manifesting themselves which point the way to a new kind of opportunity in the chain-store field—and with special reference to food, drugs and hardware. The particular plan which is the subject of this advertisement gives much assurance of reducing prices to the ultimate consumer, and this regardless of price maintenance and similar legislation. It is a plan conceived and developed by executives with many years of experience in the field of marketing. Within a year's time, the business in question should be doing in excess of \$25,000,000 per annum and should be netting not less than 2% on this gross. Ultimate possibilities run into the hundreds of millions gross sales. Initial capital required can range from \$1,000,000 to \$2,000,000, at the option of the capitalist principal. Inquiries are invited from individual principals who are able to handle the entire financing personally. Address Box 527, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

EXECUTIVES WANTED

WANTED—TO CORRESPOND WITH A sales executive who has the character, intelligence, education, experience, and appearance to contact major corporate officials on an equal footing. Send all information in first letter. This correspondence may lead to a desirable salaried position with a large growing organization in the middle west. Box 523, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 27 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

HELP WANTED

WANTED—MAN INTERESTED IN CREATIVE writing, preferably college trained, who has been selling gasoline and oil at retail. Opportunity to combine inclination with experience in a new and interesting field. Outline training and experience in detail and enclose recent snapshot. Box 524, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

HELP WANTED (Cont'd)

YOUNG MAN WHO HAS BEEN SELLING merchandise at retail but whose training and interests are in creative writing, may find here an opportunity to combine experience and inclinations in a new and interesting field. Outline training and experience in detail, and enclose recent snapshot. Box 525, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

LINES WANTED

AN ORGANIZATION COMPLETELY equipped, and acquainted with the electrical industry, having offices in the Eastern and Mid-West territories are in a position to adequately handle a line of merit in either or both sections. Box 522, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

TRANSCRIPTION MANUFACTURERS AND sound-slide film producers are interested in representing manufacturer of projection, playback and general sound equipment. Modern showroom, studios and organization well-equipped to handle a first class line. Box 526, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

PHOTO AD CARDS

FOR IMMEDIATE CASH RESULTS TRY Photo-Ad-Cards—the newest and most powerful sales messenger you can use. Learn how others are harvesting profitable business with Photo Ad-Cards. Samples Free. Write, GRAPHIC ARTS PHOTO SERVICE, Third and Market Sts., Hamilton, Ohio.

RESPONSIBLE POSITIONS

OUR STRICTLY CONFIDENTIAL AND PERSONAL method conducts negotiations for high-grade positions. Each case prepared and executed separately. Employment and identity protected. Moderate cost. If you have earned over \$2,400 yr. write Dept. G, Craig & Gravatt, Schaff Bldg., Philadelphia, Pa.

SPECIAL SERVICES

OUT-OF-PRINT SALES MANUALS, ADVERTISING literature, catalogs, price books, etc., etc., can be reproduced direct from your copy. Expensive typesetting and cuts unnecessary!! 500 copies (8½x 11") \$2.63; additional hundreds 22¢. All sizes can be supplied. Samples. Laurel Process, 480 Canal St., N. Y. C. Phone WALKER 5-0527.



Now... Full of Meat!

"IDEAS FOR LETTER WRITERS"

By Guy W. Bantles

\$2.00

RIEGER'S, Inc.

49 Third Avenue, Pittsburgh, Pa.

COMMENT

BY RAY BILL



BRINGING DEALERS INTO MANAGEMENT:

The General Motors Corp., especially in its Chevrolet Division, has been moving progressively within recent years toward what it terms "a new and more scientific and modern management." The cardinal feature of the program lies in consulting the opinion and advice of its dealer organization on matters of policy. Specifically, Chevrolet has set up 18 regional and 94 zone committees which meet each month to assist and advise the national committees and the Central Office. In each region and zone the plan involves (1) a Dealer Planning Committee and (2) a Dealer Used Car Committee. In connection with the program as now developed, the house organ, "Chevrolet Sales News," has this to say:

Every dealer will recognize the new committee system as the most liberal charter of dealer protection ever offered. In place of arbitrary methods, which still linger in parts of the industry, it provides the complete machinery for dealer participation, regardless of contract-size, in every matter of dealer interest.

Chevrolet is not only proud, but extremely fortunate, to be the first motor car company to develop a program that will regularly utilize the constructive thinking of its dealers for the benefit of the entire organization. Already the new plan is clarifying our operations, re-distributing our efforts more effectively, and placing the specific jobs to be done on an organized basis, for a permanent program covering every phase of dealer activity.

Chevrolet refers to the program as a "Planning Partnership" of dealers and management. In these times the attainment of consumer acceptance plays a vital part in sales success. Hence it is obviously necessary that a manufacturer live closely, in fact as well as in theory, to the retail firing line and to what is going on currently, so to speak, on the sales front. The Chevrolet plan may well prove a source of inspiration and example to other manufacturers in other lines of business.

OPPORTUNITIES FOR UNSKILLED LABOR:

Of the 3,000,000 miles of roads which stretch out in the United States, about 2,000,000 miles are still unimproved. The American Farm Bureau Federation estimates that on these 2,000,000 miles of unimproved roads live 4,000,000 families, or 16,000,000 people residing on farms. Improving these roads will increase farm income by enabling the farmer to bring his grain, vegetables and livestock to market when prices are best. It will also minimize "market glut" (the rushing of products to markets after periods of impassable roads) which

actually costs the farmers many millions of dollars per year. There are also many social and service advantages affecting the standard of living.

E. R. Galvin, general sales manager of the Caterpillar Tractor Co., is carrying on energetic efforts for improving these roads, as a sort of prerequisite, no doubt, to enlarging the sale of his own company's product. Apart from the great merit of the objective itself, this sort of endeavor on the part of a sales executive may point the way to other sales executives in the boosting of public service programs which sooner or later increase sales opportunities for the most enterprising concerns in a given line of business. At least we must all recognize that expanding prosperity depends in no small degree upon the prior expanding of fields for labor and simultaneously for sales.

STREAMLINING OF MARKETING POLICIES:

In a talk before the Economic Club of Detroit, L. J. McCarthy, director of marketing for Hearst Magazines, Inc., made these pertinent comments:

To meet present keen competitive conditions, because the wastes in distribution, in selling and advertising are enormous, I am constantly urging a more "stimulating leadership" on the part of top executives of great national organizations in connection with the selling and advertising plans of their respective products.

Expedient selling, or getting the dollar today without thought of tomorrow, is a fatal policy in these intensely competitive times.

In my daily association with the highest type of sales and advertising men, I find that their front office executives are too closely occupied with matters other than selling. While it was said not many years ago "you can sell any product which you can make," today the reverse is true—"you can make any product which you can sell."

Top executives should be champions of modern marketing. They should spend much more time in the sales department. They should be humanly interested in the field force, the re-sale channels and even the customers of their dealers. They should be champions of selective selling, concentrated selling and modern streamlined marketing policies.

We have the greatest sales managers and salesmen in existence. There is no belying their abilities to sell any product from a World's Fair to Cellophane doilies. Too often they are paid too little wages, but their exhilaration in getting an order keeps them going even at poor wages.

Too many sales departments and top executives devote too much time to (1) killing rumors in their organizations, (2) getting some competitor's goat, and (3) chiseling a chiseler.

With all of these points this magazine heartily agrees. Good management today means close attention to the sales side of the business from the officials at the top of the executive ladder.



young people between the ages of 25 and 35

[illegible]

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Cosmopolitan

IT PEAKS HIGHEST IN THE "AGE OF ACCUMULATION"

WHEN A DEALER
NEEDS
A CUSTOMER



● The new advertising campaign may look swell in the proof but will it run in the markets in which your dealers operate?

No one today is quite sure just who will buy next. But no matter who the buyers are, they have to do business with dealers located in particular communities.

Advertising can swing the preference of mass or class for your brand but it won't be measured in terms of sales if the prospect can't get to a dealer.

The kind of circulation that gives meaning to advertising is the kind that works where prospects are thickest.

To help your dealers get the benefit from your advertising, why not concentrate it where they do business? You can do it best in newspapers which call on the prospects whom your dealers have to sell.

The newspaper is the dealer's own medium because it reaches his customers. It is the year round medium for volume sales.

No other medium gives such intensive and effective coverage of your sales territories as the newspaper. In its pages you can picture the eye appeal of your product. You can diagram and show proof of performance. You can use graphic showmanship.

Selling today is primarily retailing. It is a local job and requires localized advertising. And that means advertising in the newspapers—the medium of retailers and salesmen.

Localized advertising can be bought at low cost in the Chicago Tribune. The rates per line per hundred thousand circulation are among the lowest in the publishing business.

Tribune circulation represents not only the cream of the metropolitan Chicago market—but practically all your prospects here.

To put your Chicago dealers over their quota and to be able to chalk up results definitely against advertising, schedule more of your advertising for the Tribune.

CHICAGO TRIBUNE

THE WORLD'S GREATEST NEWSPAPER

TRIBUNE TOWER, CHICAGO

5-167 GENERAL MOTORS BLDG., DETROIT

220 E. 42nd ST., NEW YORK

820 KOHL BLDG., SAN FRANCISCO



THE SALESMANAGER'S MEDIUM